



REGULAR MEETING AGENDA

Date: 3/23/2021
Time: 5:00 p.m.
Location: [Zoom.us/join](https://zoom.us/join) – ID# 966 7793 9576

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 up to 1-hour before the meeting start time: menlopark.org/publiccommentMarch23 *
 - Access the meeting real-time online at: [Zoom.us/join](https://zoom.us/join) – Meeting ID 966 7793 9576
 - Access the meeting real-time via telephone at: (669) 900-6833
Meeting ID 966 7793 9576
Press *9 to raise hand to speak

*Written public comments are accepted up to 1-hour before the meeting start time. Written messages are provided to the City Council at the appropriate time in their meeting.

- Watch meeting:
 - Cable television subscriber in Menlo Park, East Palo Alto, Atherton, and Palo Alto: Channel 26
 - Online: menlopark.org/streaming

Note: City Council closed sessions are not broadcast online or on television and public participation is limited to the beginning of closed session.

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. 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).

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.

Regular Session ([Zoom.us/join](https://zoom.us/join) – ID# 966 7793 9576)

A. Call To Order

B. Roll Call

C. Study Session

C1. National League of Cities' Race Equity And Leadership program ([Staff Report #21-066-CC](#)) ([Presentation](#))

C2. Public engagement pilot program update ([Staff Report #21-067-CC](#)) ([Presentation](#))

[Web form public comment received on item C2.](#)

C3. Provide direction on the five-year capital improvement plan ([Staff Report #21-062-CC](#)) ([Presentation](#))

[Web form public comment received on item C3.](#)

D. Report from Closed Session

E. Public Comment

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

F. Presentations and Proclamations

F1. Proclamation: Denouncing Stigmatization, Racism and Xenophobia Against Asian American and Pacific Islanders ([Attachment](#))

F2. Proclamation: Equal Pay Day ([Attachment](#))

G. Commissioner Reports

G1. Finance and Audit Committee work plan progress report

H. Consent Calendar

H1. Accept the City Council meeting minutes for March 1 and March 9, 2021 ([Attachment](#))

- H2. Approve Resolution No. 6618 updating the City's conflict of interest code ([Staff Report #21-060-CC](#))

[Web form public comment received on item H2.](#)

- H3. Receive and accept the 2020 housing element annual progress report and the annual housing successor report ([Staff Report #21-061-CC](#))

[Web form public comment received on item H3.](#)

- H4. Adopt Resolution No. 6619 approving the final map for a condominium project located at 115 El Camino Real; accepting dedication of public service easements and right of way; authorizing the city clerk to sign the final map; and authorizing the city manager to sign the agreements required to implement the conditions of project approval ([Staff Report #21-058-CC](#))

Recess

I. Regular Business

- I1. Approve the Complete Streets Commission 2020-2021 work plan ([Staff Report #21-054-CC](#)) – continued from March 9, 2021
- I2. Authorize the city manager to negotiate a scope of work and fee and execute an agreement with the M-Group for the housing element (2023-2031) update and related work ([Staff Report #21-065-CC](#)) ([Presentation](#))
- I3. Review 2030 climate action plan progress for goals No. 1 through No. 6 and provide direction to staff for 2021 implementation ([Staff Report #21-064-CC](#)) ([Presentation](#))

[Web form public comment received on item I3.](#)

- I4. Direction on cost recovery policy (City Council Procedure #CC-10-001), library overdue fines and recreation user fees ([Staff Report #21-050-CC](#)) ([Presentation](#)) – continued from March 9, 2021

J. Informational Items

- J1. Temporary outdoor dining grant program update ([Staff Report #21-053-CC](#)) – continued from March 9, 2021
- J2. Belle Haven Neighborhood traffic management plan update and next steps – continued from March 9, 2021 ([Staff Report #21-055-CC](#))
- J3. City Council agenda topics: April 2021 ([Staff Report #21-057-CC](#))
- J4. Request for proposals for installation of a renewable power microgrid at the Menlo Park Community Campus ([Staff Report #21-059-CC](#))
- J5. Recap of City Council direction on projects under consideration for 2021 priorities and work plan ([Staff Report #21-063-CC](#))
- J6. Update on American Rescue Plan Act funds ([Attachment](#))

K. City Manager's Report

L. City Councilmember Reports

M. Adjournment

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

At every special meeting of the City Council, members of the public have the right to directly address the City Council on any item listed on the agenda at a time designated by the chair, either before or during consideration of the item. For appeal hearings, appellant and applicant shall each have 10 minutes for presentations.

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

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

Agendas are posted in accordance with Government Code Section 54954.2(a) or Section 54956. Members of the public can view electronic agendas and staff reports by accessing the City website at menlopark.org/agenda and can receive email notification of agenda and staff report postings by subscribing to the "Notify Me" service at menlopark.org/notifyme. Agendas and staff reports may also be obtained by contacting City Clerk at 650-330-6620. (Posted: 3/18/2021)



STAFF REPORT

City Council

Meeting Date:

3/23/2021

Staff Report Number:

21-066-CC

Study Session:

National League of Cities' Race Equity And Leadership program

Recommendation

Staff recommends that the City Council provide direction on the National League of Cities' Race, Equity And Leadership (REAL) program as a tool to advance the City Council's goal of addressing racial equity in Menlo Park.

Policy Issues

Through their annual goal setting process, City Council has identified racial equity as an area of interest for prioritization in 2021.

Background

At their January 12 meeting, the City Council approved a 2020-21 budget amendment to fund a sustained effort in diversity, equity and inclusion training via the National League of Cities' REAL program. A presentation will be brought to City Council to request feedback and ensure the program appropriately moves the City of Menlo Park organization toward City Council's commitment to racial equity.

Analysis

The National League of Cities' (NLC) REAL program 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.

Before engaging in the trainings, the National League of Cities will conduct an employee assessment to gauge understanding of issues surrounding racial equity. The information from the survey will measure the knowledge, skills and experience of City employees in relation to race and equity and serve as a baseline for measuring ongoing educational efforts. By identifying gaps in knowledge, the citywide trainings will be customized to match the needs of the organization.

NLC's REAL program consists of the organizational assessment (survey, stakeholder mapping, data governance), a four-part training series, technical assistance and capacity building services that include elected engagement initiatives and a train-the-trainers program. Program outcomes aim to address systemic and structural inequities. Leadership and staff will normalize racial equity as a key value. Trainings will establish shared definitions and operationalize equity by transforming the underlying culture of the

Menlo Park organization. Lastly, staff will learn how to organize internally as well as partner with community organizations.

NLC's REAL trainings overview:

REAL 100: Normalizing Racial Equity in Local Government

Key objectives

1. Understand best practices in local government to advance racial equity
2. Develop a shared understanding and common definitions for advancing racial equity
3. Identify opportunities to use a racial equity tool and data to drive results
4. Build an internal infrastructure for racial equity that includes opportunities to partner with the community

Topics covered: equity versus equality, implicit and explicit bias, individual and institutional bias, levels of racism, racial equity tools, disaggregating data and community engagement strategies.

REAL 200:

Operationalizing Racial Equity in Local Government

Learning how to use a racial equity tool to explore structural changes to daily operations, budgeting, communications community engagement, and decision-making.

REAL 300:

City leaders and staff will review issues identified from previous sessions and learn to apply the racial equity tool to these priorities. The goal will be to determine an approach for advancing racial equity in Menlo Park and could include the development of a racial equity plan. The organization will learn how to build organizational infrastructure across the breadth (all functions) and depth (up and down hierarchy), using a racial equity tool, and developing and implementing strategies including stakeholder analysis.

REAL 400:

Shares the curriculum that builds on the existing and growing field of governmental practices to advance racial equity through a train-the-trainer format. Opportunity to plan and host a REAL talk Community Conversation Series to engage community leaders in a series of healthy and authentic conversations on race. These conversations may cover topics such as narrative change, racial healing and relationship building, segregation/separation, and the local economy which explores the barriers to economic opportunities for some community members. Also with the intent of collaboration and alignment with other existing community-driven efforts.

Next steps:

City Council to provide feedback on the NLC's REAL program to ensure it is in alignment with the City Council's goals of advancing racial equity.

Should City Council direct staff to move forward with the REAL program, an interdepartmental equity committee composed of employees at all levels of the organization, will be created to lead the initiative.

Should staff initiate the REAL trainings, NLC will assess the organization's knowledge on issues of equity to establish a baseline. Staff will return to City Council to present findings and the customized training schedule with curriculum.

Impact on City Resources

The total approved budget amendment for the racial equity initiative is \$80,000 in year one, allowing the program to begin this fiscal year. The initial training will utilize \$42,842 to begin the first phase of training for members of the City Council, executive and management staff, City Attorney, and organization-at-large in fiscal year 2021/22. To sustain this effort, approximately \$22,000 of additional funding will be required to engage in REAL's ongoing institutional assessments to measure progress, data governance services, stakeholder mapping and elected engagement initiatives. The final resource necessary will be staff time from the City's executive and management team as well as from an interdepartmental staff taskforce to address racial equity. If additional funding is required to sustain the effort, a request may be made in the upcoming 2021-22 budget.

Environmental Review

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

Public Notice

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

Attachments

A. NLC REAL proposal for Menlo Park

Report prepared by:

Adriane Lee Bird, Assistant Director of Community Services

February 23, 2021

Adriane Lee Bird
Assistant Community Services Director
City of Menlo Park, CA

Dear Ms. Bird,

The National League of Cities (NLC), through its Race, Equity And Leadership (REAL) department, is pleased to respond to the City of Menlo Park's expressed interest in additional consultation to support the development and implementation of its racial equity goals.

NLC applauds Menlo Park for recognizing the importance of balancing city leadership and community engagement to address systemic and structural inequities. Our experience suggests that improving the racial equity within systems and structures requires political will, a readiness among all participants to not do business as usual, and commitment from top local leaders, public agencies, civil society and the community.

We are excited to submit this scope of services for consideration based on the discussions we had with you.

Background

REAL's mission is to strengthen local government leaders' knowledge and capacity to eliminate racial disparities, heal racial divisions, and build more equitable communities. REAL does this through several intervention channels and support systems with the understanding that local government leaders may not know where or how to start. REAL has three strategic areas to support cities:

1. Provide **Training & Technical Assistance** that builds the capacity of local government leaders to identify racial disparities and effectively challenge and address issues through policy and practice.
2. Offer **Network Building** opportunities that promote peer-to-peer learning and showcase local government leaders who are advancing efforts through REAL.
3. Establish a **Field of Practice** that leverages new and existing partnerships, and shares knowledge and resources across cities that promote innovative solutions to racial equity challenges in local government.

All of our virtual workshops include:

- **Interactive and experiential components.** Adult learning styles vary. We use varied forms (including exercises and small group discussions) to share information to ensure learning objectives are met.
- **Explicit conversation and facilitation to illuminate the connection between individual, institutional, and structural racism.** Our training methodology allows participants to make connections between individual experiences and the broader societal and structural ways in which race is constructed. We focus on institutional and structural strategies, as those are most effective for leveraging change.
- **Strong, expert facilitation.** Conversations about race can sometimes be difficult. We have a team of expert facilitators who are prepared to lead and guide conversation and to re-design activities in the moment to ensure participants' time and experience is maximized.

- **Applying learning.** Racial equity concepts can, at times, be abstract. Our workshops focus on the application of learning in the work place. *Doing* is often the best teacher.

REAL recognizes the importance of responding to unique situations. Context matters. We tailor workshops and learning activities to best meet the needs of participants and organizations. All of our workshops are informed by:

- Context setting to understand how best to tailor content and exercises
- Background research to ensure content is relevant and focused on connections between institutional and structural change
- Interviews with a selection of participants to ensure design meets needs and expectations of participants

We understand that Menlo Park is ready to move forward to integrate equity as a value that is put into action. Leadership and staff must *normalize* racial equity as a key value and have clear understanding and shared definitions, *operationalize* equity via new policies and by transforming the underlying culture of our organizations, and finally, *organize*, both internally and in partnership with other institutions and the community.

The deliverables and actions are based on our understanding of your desired direction for an initial scope of services, with specific attention to the internal leadership and staff. We are strong believers in co-design; if any of our proposed options is either more, or less extensive than your desired direction, we would welcome the opportunity to adjust our scope to meet the scale of your expectations. If you have any questions, please do not hesitate to contact me or Jordan Curry Carter at carter@nlc.org.

SCOPE OF SERVICES

The REAL team brings a wealth of substantial relevant experience and expertise, including leadership engagement; implementation of a comprehensive racial equity process; analysis of city infrastructures for advancing racial equity; training; and access to racial equity and racial healing experts and resources.

We describe here the key contributions REAL will make to support the racial equity work in Menlo Park

Initial Consultation

NLC REAL conducted an initial consultation with Menlo Park that included an hour virtual meeting. The meeting was a helpful opportunity to review and clarify expectations for the city's commitment to advancing racial equity in local government.

Design and Conduct Assessment

Establish an understanding of the context for action is essential for building an effective institutional transformation strategy. NLC will explore with leadership the opportunity to conduct a staff survey.

Survey of Staff. Key to program design and implementation is the collection of data from a broad cross-section of jurisdiction employees to understand perspectives on racial equity, areas of momentum upon which new work can be built, and places where challenges need be addressed. REAL will work with Menlo Park leadership and staff to review, refine and customize any instruments (i.e., surveys) used in collecting data of the staff. The initial survey process is will be foundational, allowing for the leadership

team to explore a bi-annual redelivery of the instrument to track progress over time of all staff.

Racial Equity Training

REAL offers a four-part training series on racial equity. For this proposal, REAL will design an initial training, referred to as REAL 100 series. The session will be subject to modification based on new learning or developments from conversations with the leadership team.

The overall training series is designed around four key objectives:

1. Understand promising practices in local government to advance racial equity
2. Develop a shared understanding and common definitions for advancing racial equity
3. Identify opportunities to use a racial equity tool and data to drive results
4. Build an internal infrastructure for racial equity that includes opportunities to partner with the community

REAL 100: Normalizing Racial Equity in Local Government

These sessions provide an introductory overview for city leaders and staff on the history of institutional and structural racism in America. This training will equip leaders and staff with a shared language for racial equity, examine existing racial disparities in cities and its implication for advancing racial equity, and introduce important concepts and tools for organizing and operationalizing racial equity.

Key learning topics: *equity versus equality, implicit and explicit bias, individual and institutional bias, levels of racism, racial equity tools, disaggregating data, community engagement strategies*

Debrief on Capacity Building

Normalizing conversations about race includes developing and sharing a racial equity framework as well as operating with urgency and accountability. REAL will debrief with the leadership team and make recommendations for developing or strengthening an Interdepartmental Racial Equity Team drawn from across all departments that will sustain the engagement and build leadership that can facilitate greater commitment to advancing racial equity throughout the jurisdiction. The training that REAL offers is more effective when it is balanced with technical assistance and the capacity building of the leadership team and the Interdepartmental Racial Equity Team that is created and responsible for ensuring the sustainability of the city's commitment to advancing racial equity.

Opportunities for Additional Racial Equity Consultation

In addition to the debrief and recommendations for establishing an Interdepartmental Racial Equity Team to sustain the racial equity work, REAL will offer consultation on ways to develop a shared analysis of how work within the city should proceed. There are five additional assessments that the Racial Equity Team can consider:

Elected Leadership Engagement. REAL brings unparalleled skill at building understanding and providing tools for elected officials to frame and lead from a position centered on racial equity. We will work with key leadership to establish current perspectives and potential for action.

Institutional Assessment.

As part of the training process, the city team is provided with an assessment continuum that can be used to chart the progress toward creating an equitable workplace. The continuum is employed during the training cycle.

Stakeholder Mapping.

REAL works closely with local community partners to assess, design, and develop an approach for engaging a catalytic segment of community leaders to embody in attitude and action the traits that promote racial equity and racial healing. The approach will reflect an intent for significant collaboration and appropriate integration or alignment with kindred initiatives that may already exist in the school districts, faith institutions, business sector, or community organizations.

Data Governance.

An initial assessment will be provided that examines what data across agencies is collected and disaggregated by race and ethnicity. Analysis will be provided on the available disaggregated data to identify potential patterns disparities. Recommendations will also be offered for improvements to infrastructure and processes to support disaggregation of data by race and ethnicity, including potential framing questions for discussion with city department leaders.

Racial Equity Framework to Affect System Change.

A national standard of excellence, the **Racial Equity Framework to Affect Systems Change** outlines the set of elements of success, indicators and processes to accelerate progress on complex social conditions for black, indigenous and people of color (BIPOC). These elements of success support the development and implementation of impactful strategies and programs to eliminate racial disparities, heal racial tensions and build a more equitable community.

In addition, REAL can identify opportunities for the Racial Equity Team to design a more robust training series that includes a “train the trainer” option. The summary of what the additional trainings and key learning topics could include is provided below.

REAL 200: Operationalizing Racial Equity in Local Government (8 hours minimum)

These sessions will explore the implications and impacts of institutional and structural racism for members and staff. City leaders and staff will spend a significant amount of time learning how to use a racial equity tool as they explore structural changes to daily operations, budgeting, communications, community engagement, and decision-making.

Key learning topics: *institutional and structural racism, racial equity tools, racial equity goals, community engagement strategies, head versus heart strategies, inside versus outside strategies, communication tools for talking about race*

- ***Using a Racial Equity Tool*** – Instruction and practice on how to use a racial equity toolkit within policy, program, and budget decision-making processes. Participants will gain skills by using the tool with their own lines of business that they would like to assess from a racial equity perspective.
- ***Communicating for Racial Equity*** – Communicating about race can sometimes be a challenge, but preparation and strategy make a big difference. This training provides tools for both interpersonal communication and communicating with the media and broader outside audiences.

REAL 300: Organizing Racial Equity in Local Government (16 hours minimum)

These sessions will be an opportunity for city leaders and staff to review the topical issues identified from the previous sessions and current issues shared during the sessions. City leaders and staff will learn and apply the racial equity tool to these priorities and determine an approach for advancing racial equity in their city and could include the development a racial equity plan.

Key learning topics: Racial equity tools, racial equity goals, racial equity plan, case studies

- ***Developing a Racial Equity Action Plan*** – Developing a Racial Equity Action Plan entails putting ideas and understanding into action, including building organizational infrastructure across the breadth (all functions) and depth (up and down hierarchy), using a Racial Equity Tool, and developing and implementing strategies.
- ***Tools for Organizational Change*** – This workshop provides hands-on exercises to discuss moving organizational change within government. Content is tailored to meet participants’ needs, and includes stakeholder analysis, power and politics, and tipping point theory.

REAL 400: Train the Trainer in Advancing Racial Equity in Local Government (8 hours minimum)

Share curriculum that builds on the existing and growing field of governmental practices to advance racial equity. Participate in “train-the-trainer” sessions, so that internal capacity is built to implement and sustain training.

Plan and Host a REAL Talk Community Conversation Series.

The REAL team can also work closely with the city and key community partners to host a REAL Talk series, which engages city and community leaders in a series of healthy and authentic conversations on race and draw conclusions from these conversations in order to make appropriate recommendations to City Council.

The REAL team will co-design, develop and organize a replicable approach/model for engaging a catalytic segment of Menlo Park neighbors to embody in attitude and action the identified culture traits that promote equity, inclusion, racial healing and relational trust.

Meetings will be organized to facilitate healthy community conversations by employing effective practices that cultivate both deep appreciation and understanding of the values of hospitality, respect, inclusion, justice and dignity and advancing equity in key topical areas (i.e., education, jobs, and economic development). This approach will also reflect intent for significant collaboration and appropriate integration or alignment with kindred initiatives in Menlo Park and other existing community-driven efforts.

The REAL Talk Community Conversations will also incorporate opportunities for participants to review, understand and reflect on local disparities in human outcomes as measured by city data. In reviewing Menlo Park’s data disaggregated by race, participants will begin to understand trends and disparities in the city that have differential impacts by race. These conversations will also develop opportunities to engage with community members regarding their own understanding and insights of the data and the root causes of these disparities that will inform the data analysis efforts.

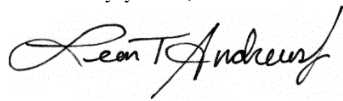
The number of hosting/convening organizations & structure of the series of REAL Talk Community Conversations will be appropriately scaled to fit “capacity” and to ensure quality of process and outcomes, transparency and the optimal experience of all participants. A host organization is one who convenes the community conversations at their facility. A convening organization provides support, leadership for a community conversation convened at a public or more central facility.

REAL Talk Community Conversations with community leaders: Potential areas to include but not limited to are:

1. **Narrative Change-** examining how to create and distribute new narratives in communications, digital and social media, monuments and parks and in the way we communicate that can influence people's perspectives, perceptions and behaviors about and toward one another.
2. **Racial Healing and Relationship Building-** focusing on ways for all of us to heal from the wounds of the past, to build mutually respectful relationships across racial and ethnic lines that honor and value each person's humanity, and to build trusting intergenerational and diverse community relationships that better reflect our common humanity.
3. **Segregation/Separation-** examining and finding ways to address segregation, colonization and concentrated poverty in neighborhoods to ultimately ensure equitable access to health, education and jobs.
4. **Local Economy:** studying structured inequality and barriers to economic opportunities and recommending approaches that can create an equitable society.

We appreciate your leadership and are excited about the possibility of moving this work forward. Please contact Jordan Curry Carter, carter@nlc.org or 202-626-3032 with questions or to discuss next steps.

Sincerely yours,



Leon T. Andrews, Jr., Director
Race, Equity And Leadership (REAL)
National League of Cities

COST PROPOSAL

The table below is a pricing framework. The package was priced and discounted because Menlo Park is a member city of the National League of Cities. Below is an estimated budget for the proposed work.

	Annual cost
1. Initial Consultation. Series of virtual meetings with Leadership Team	\$2,125
2. Assessment. Survey and analysis of results from initial round of assessment of staff and leaders	\$4,000
3. Training. REAL 101 with City Council (3 to 4 hours); virtual training	\$3,600
4. Training. REAL 101 Two days (3 to 4 hours per day) with Commissions, City Manager’s Office, Administrative Services, and Community Development	\$7,200
5. Virtual Training. REAL 101 Two days (3 to 4 hours per day) with Public Works	\$7,200
6. Virtual Training. REAL 101 Two days (3 to 4 hours per day) with Library and Community Services	\$7,200
7. Virtual Training. REAL 100 Two days (3 to 4 hours per day) with Police	\$7,200
8. Capacity Building. Build Core Team. Launch Equity Partner Roundtable. Make Recommendations for Continuity, Sustainability and Development of a Racial Equity Action Plan.	\$3,250
9. Ongoing Consultation. Explore opportunities for additional assessment, training and capacity building	\$1,500
Sub-total	\$43,275
Admin (10%)	\$4,328
Subtotal	\$47,603
NLC membership discount	\$4,760
Grand Total	\$42,842

REAL Action: Advancing Racial Equity in Menlo Park



NLC NATIONAL
LEAGUE
OF CITIES
CITIES STRONG TOGETHER

Rising Tensions

NLC NATIONAL
LEAGUE
OF CITIES



REAL Goal



To strengthen local leaders' knowledge and capacity to eliminate racial disparities, heal racial divisions and build more equitable communities

REAL Today

Training and Capacity Building

Technical Assistance

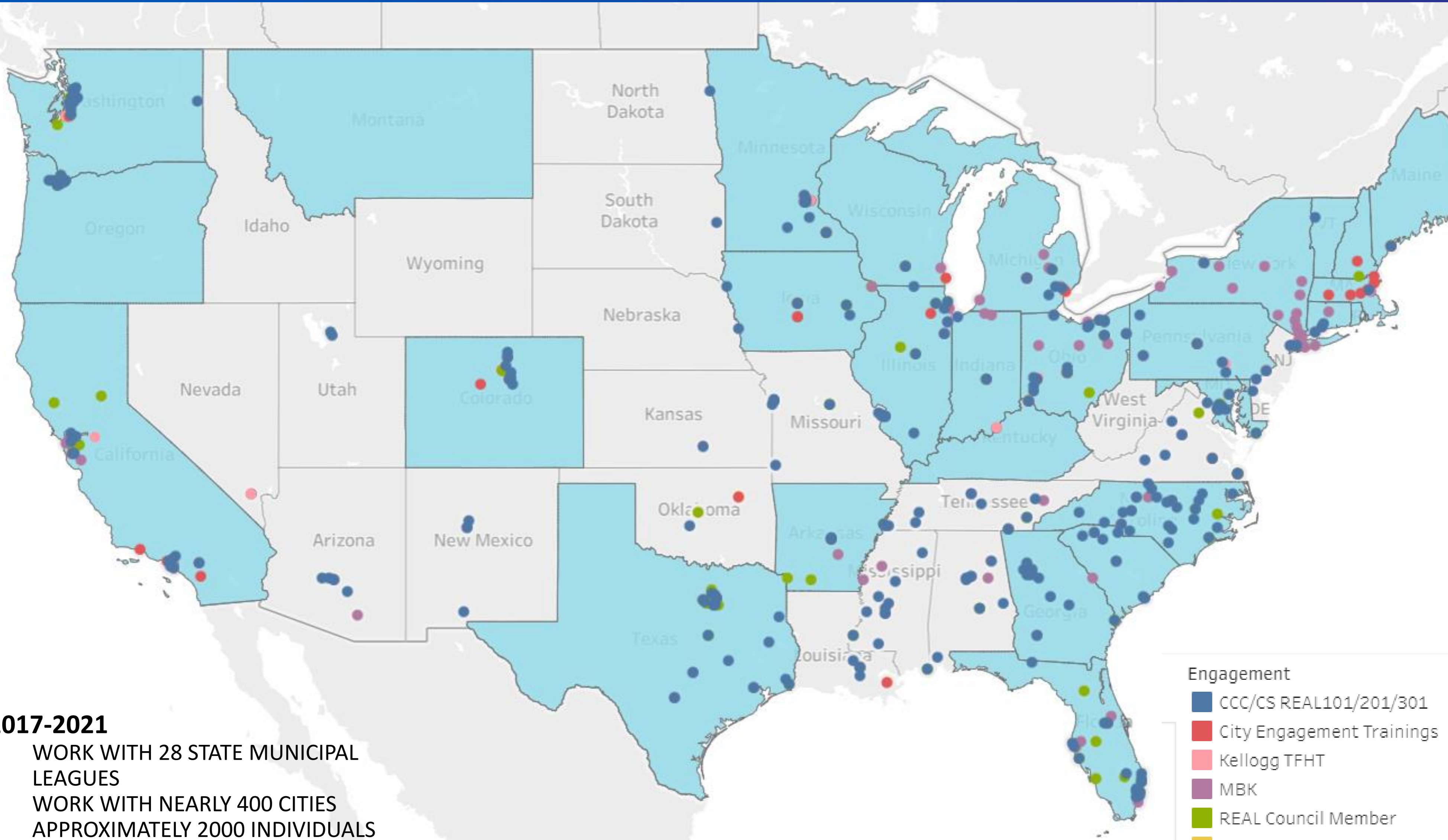
Network Building

Building Special Populations Work

The REAL Network

State Municipal League Engagements

- (All)
- AR
- CA
- CO
- CT
- FL
- GA
- IA
- IL
- IN
- KY
- MA
- MD
- ME
- MI
- MN
- MT
- NC
- NH
- NY
- OH
- OR
- PA
- RI
- SC
- TX
- VT
- WA
- WI



Engagement

- CCC/CS REAL101/201/301
- City Engagement Trainings
- Kellogg TFHT
- MBK
- REAL Council Member
- Results for America
- Wells Fargo

2017-2021

- WORK WITH 28 STATE MUNICIPAL LEAGUES
- WORK WITH NEARLY 400 CITIES
- APPROXIMATELY 2000 INDIVIDUALS TRAINED



ASSESSMENT



RACIAL EQUITY TRAINING



CAPACITY BUILDING & TECHNICAL
ASSISTANCE



COMMUNITY CONVERSATIONS

ASSESSMENTS -- RACIAL EQUITY



NLC NATIONAL
LEAGUE
OF CITIES

CITIES STRONG TOGETHER



ASSESSMENT

- Survey of Staff
- Institutional/Department
- Data Governance
- Stakeholder/Community Mapping



ASSESSMENT

Process for ALL assessments – co-design:

- Share sample questions
- Modify and finalize with a core team
- Determine survey sample
- Administer survey
- Analyze results
- Customize training or make recommendations based on results

Stakeholder Assessment / Community Mapping

- Engages local leaders
- Finds local networks
- Evaluates city context

BMoC Cities: Stakeholder Engagement Assessment

City Name/Mayor: _____
 Your Name/Title: _____
 Your Contact Information: _____
 Date of Assessment: _____

1. Who are the leading *organizations* or *leaders* working locally in your city or nationally in the four LSI target impact areas below. Please consider those that are active in direct service, advocacy, communications, research, etc.

(You may list multiple organizations and leaders in the same text box.)

	Local	National
Attain Education Equity:		
Expand Work Opportunities:		
Strengthen Family Structures:		
Reduce Violence and Violent Death:		
Other:		

2. What are the most important existing local *networks* (e.g. coalitions, alliances, committees, councils, associations, etc.) in your city for the BMOC to connect to? Who leads each network?

Local network #1:
 Local network #2:
 Local network #3:
 Local network #4:
 Local network #5:

3. As a follow-up to the previous question, please also list any national networks that would be important for NLC to connect to:

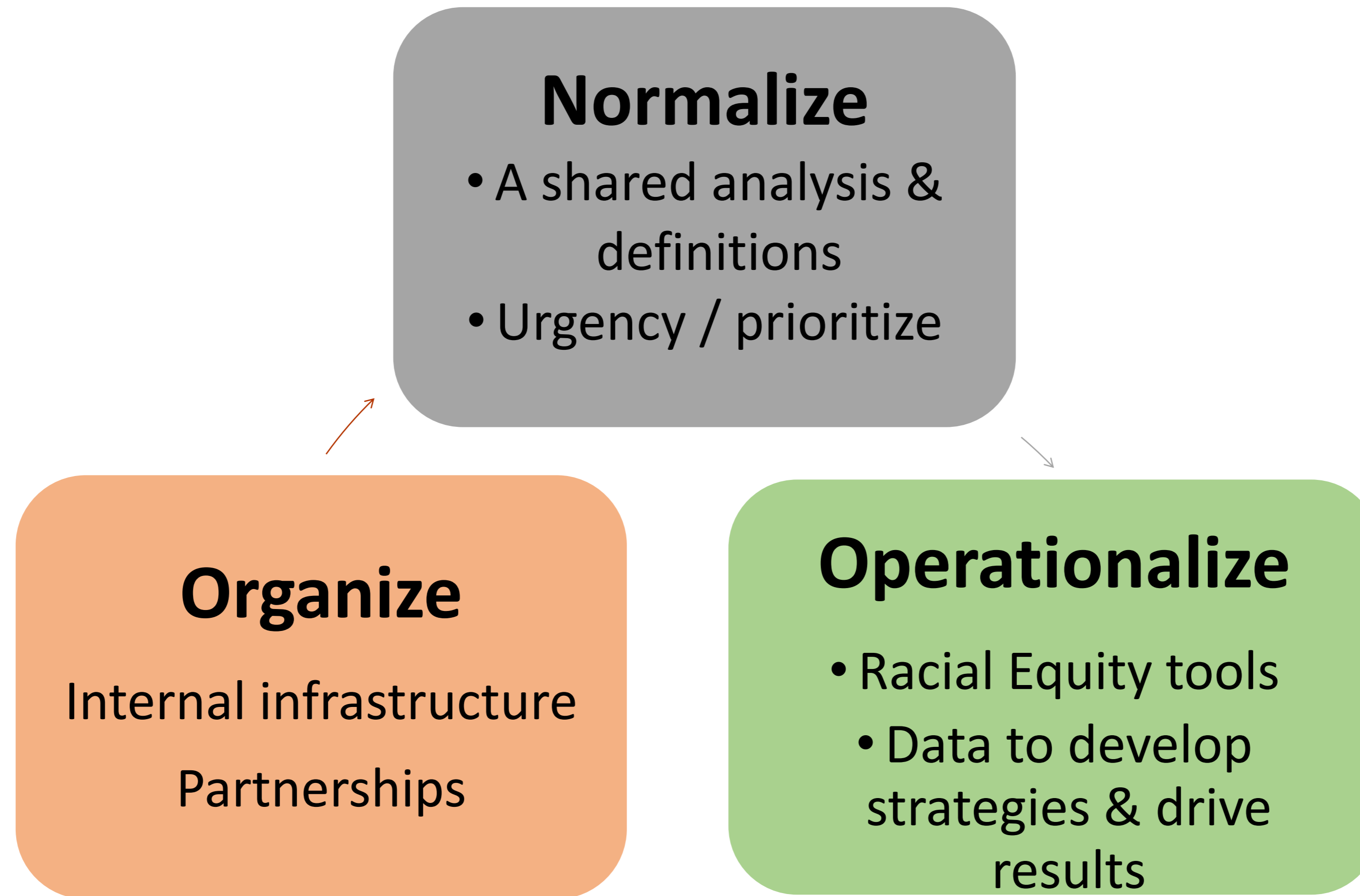
TRAINING -- RACIAL EQUITY



NLC NATIONAL
LEAGUE
OF CITIES

CITIES STRONG TOGETHER

Effective National Practices





RACIAL EQUITY TRAINING SERIES

- **REAL 100:** Normalizing Racial Equity in Local Government
- **REAL 200:** Operationalizing Racial Equity in Local Government
- **REAL 300:** Organizing Racial Equity in Local Government
- **REAL 400:** Train the Trainer in Advancing Racial Equity in Local Government

CAPACITY BUILDING & TECHNICAL ASSISTANCE FOR ADVANCING RACIAL EQUITY

Internal infrastructure
Goals

Racial Equity Action Plans

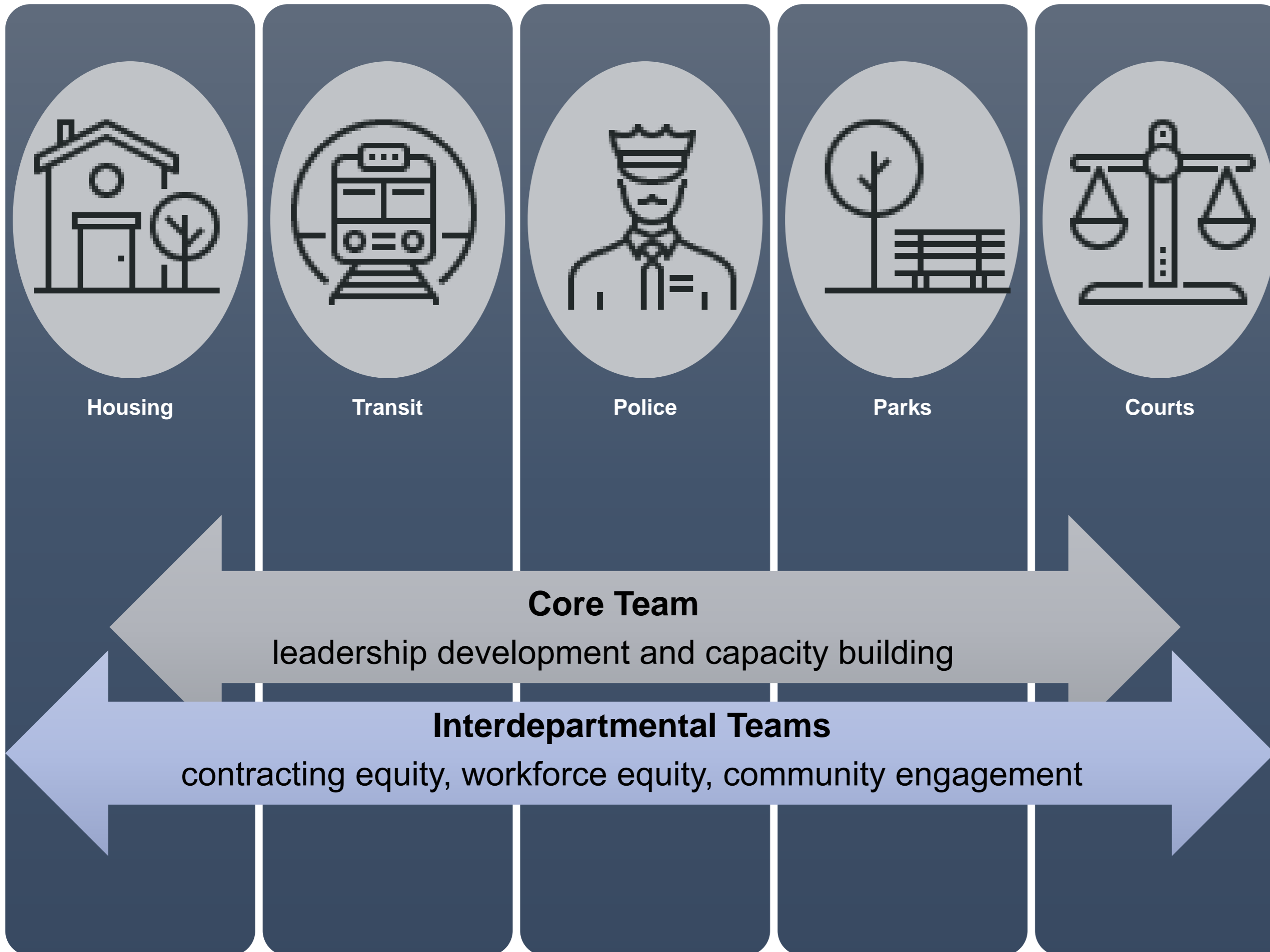
NLC NATIONAL
LEAGUE
OF CITIES
CITIES STRONG TOGETHER



STRATEGIC PLAN RECOMMENDATIONS

- Build and strengthen the Core Team
- Plan and develop process with Core Team for comprehensive Racial Equity Plan
- Consider elements of plan to incorporate into the city's next Strategic Plan
- Draft and finalize Racial Equity Plan with Core Team

Racial Equity Leadership Team – senior leadership



- Accountability agreements
- Departmental work plans
- Performance reviews
- Racial Equity Tools
- Institution-wide work plans

COMMUNITY CONVERSATIONS – REAL TALKS



NLC NATIONAL
LEAGUE
OF CITIES

CITIES STRONG TOGETHER



COMMUNITY CONVERSATIONS

Intentional Conversations

- Speaker series
- Partner with community to make space for the conversation
- Supplemental resources: Readings, Podcasts, Videos with facilitated discussions



PROJECT ESTIMATED TIMELINE



NLC NATIONAL
LEAGUE
OF CITIES

CITIES STRONG TOGETHER

Technical Assistance & Capacity Building to Reach Columbia's Goals of Social and Racial Equity

ACTIVITY / DELIVERABLE	PLAN START	PLAN DURATION	PERIODS												
			1	2	3	4	5	6	7	8	9	10	11	12	
ASSESSMENT															
Survey Staff	1	2	█	█											
Data Governance	2	4		█	█	█	█	█							
INSTITUTIONAL															
Assessment 1	3	2			█	█									
Assessment 2	6	2							█	█					
Assessment 3	9	2										█	█		
TRAINING															
REAL 101	2	2		█	█										
REAL 201	4	2				█	█								
REAL 301	6	2							█	█					
REAL 302	8	2									█	█			
COMMUNITY CONVERSATIONS															
REAL TALK Speaker Series 1	2	1		█											
REAL TALK Speaker Series 2	5	1						█							
REAL TALK Speaker Series 3	8	1									█				
STRATEGIC PLAN															
Build Core Team	1	2	█	█											
Plan/Develop Racial Equity Plan w/Core Team	3	5			█	█	█	█	█						
Draft and Finalize Racial Equity Plan	8	5									█	█	█	█	█



STAFF REPORT

City Council

Meeting Date: 3/23/2021

Staff Report Number: 21-067-CC

Study Session: Public engagement pilot program update

Recommendation

As an study session, City staff seeks City Council input on the pilot program.

Policy Issues

The City Council previously adopted the Institute for Local Government (ILG)'s public engagement framework called TIERS (Think, Initiate, Engage, Review, Shift) as part of a pilot program to provide a common foundation for public engagement across the entire city organization.

Background

In 2008, the City Council created a community engagement manager position to implement a City Council priority to improve public engagement in the city's regulatory decisions. Over the course of a year, the community engagement manager prepared a comprehensive community engagement guidebook to assist staff in their work on a variety of projects. Shortly following the issuance of the guidebook, the "Great Recession" required the elimination of the community engagement manager position with the incumbent taking the role of community services director.

Except for an update to the guidebook in 2011, Menlo Park had not devoted the resources necessary to ensure that the city's engagement efforts continued to be consistent across departments, relevant to current community needs and responsive to changes in technology and best practices.

In June 2019, the City Council adopted the TIERS public engagement framework developed by the Institute for Local Government, a 501(c)(3) nonprofit organization, affiliated with the California State Association of Counties, the League of California Cities and the California Special Districts Association. Its mission involves promoting good government at the local level and providing practical, impartial resources for California communities.

To implement the TIERS pilot program, the city manager received City Council approval to repurpose the position (FTE) approved to manage the library system improvements project into a public engagement manager position. In July 2019, the public engagement manager position was filled by the incumbent assistant to the city manager and the assistant to the city manager position was eliminated.

Two different groups of five staff members (10 total employees) participated in training workshops provided by the Institute for Local Government in 2019. Those employees represented several different departments and they received hands-on instruction, access to TIERS public engagement tools, follow up consulting and peer-to-peer learning from the program's professional network of engagement professionals throughout the state.

In the TIERS public engagement framework (Attachment A) training, the emphasis was that transparency requires clarity in terms and clarity in purpose. In their article titled “What is Public Engagement? and Why Should I do it” (Attachment B), ILG points out that there is a need to draw distinctions among the various ways individuals and groups can become involved in local government processes and decision making. Given the various ways to become involved, according to the ILG, “understanding these differences will help local officials ‘fit’ the best approach (or approaches) to the issue, policy or controversy at hand.” Attachment B provides further explanation of the different types of public engagement: civic engagement, public information/outreach, public participation/deliberation, public consultation and sustained public problem solving. Additionally, Attachment B explores “why engage the public?”:

- Better identification of the public’s values, ideas and recommendations
- More informed residents about issues and about local agencies
- Improved local agency decision – making and actions, with better impacts and outcomes
- More community buy-in and support, with less contentiousness
- More civil discussions and decision making
- Faster project implementation with less need to revisit again
- More trust – in each other and in local government
- Higher rates of community participation and leadership development

Analysis

As part of the City Council’s approval of the public engagement pilot project, regular checks and updates were planned; however, only a few months after the program began the city’s and the world’s focus changed to respond to the COVID-19 pandemic.

Objectives and current status

The public engagement pilot program’s intended outcomes included:

- A. Identifying and establishing a comprehensive centralized database of potential stakeholders. The TIERS framework provides a template termed the “community landscape” to assist in this effort.

Status: Ongoing. The city has implemented a centralized database and electronic communication system (Publicinput.com) to provide multichannel communications, surveying and list management.

- B. Build relationships with stakeholders and help them navigate the City’s processes, develop connectivity tools that keep the stakeholders informed on topics of interest and be available to attend stakeholder meetings upon request.

Status: Ongoing. Both before the pandemic and then again more recently, the public engagement manager prioritized attendance at community and stakeholder meetings and continues to provide ongoing support for residents in navigating and participating in city processes.

- C. Participate in the selection of modern technological transparency tools, participate in the budgeting and financial transparency initiative if approved by the City Council as part of the 2019-20 budget, and take the lead on redesigning the city’s website to emphasize ease of use for the community.

Status: Started. The public engagement manager was not involved in the budget transparency system implementation but focused on pandemic response communications during most of 2020. In early 2021, the City Council approved funding for a redesign/update to the city website and staff will return in April 2021 for contract award for a new website vendor.

D. Assist departments in the development of public engagement plans for projects using the TIERS framework.

Status: Ongoing. As the pandemic conditions slowly improve, there is more staff capacity to develop public engagement plans for various projects. Staff intends to use the TIERS framework to guide public engagement on smaller projects and to develop formal public engagement plans for City Council's consideration for larger projects.

E. Oversee consistent application of adopted public engagement plans and serve as a resource to the user department to ensure continuous improvement.

Status: Ongoing. Similar to that status of Outcome D above, the staff in various departments and the public engagement manager will be able to devote more attention to the goal of consistent, comprehensive and effective public engagement as the pandemic situation improves.

F. Coordinate media and outreach efforts, public noticing, webpages, and other media used as part of the engagement effort to ensure consistency across the city organization. Centralize scheduling of public meetings to avoid conflicts and to minimize meeting fatigue.

Status: Ongoing. The public engagement manager routinely coordinates with the media and is involved in citywide outreach efforts. This includes review of public notices, webpage content, electronic and non-electronic communications. Efforts to minimize conflicting public meeting schedules continue and going forward it will be increasingly important to avoid overwhelming the public with too many meetings, instead opting for a variety of engagement and input opportunities that accommodate diverse community needs.

G. Facilitate engagement activities to ensure: consistency across engagement efforts, that participants understand the purpose of the activity, a record of the feedback received during the activity is produced, and that meetings conclude with outreach that is productive and meaningful.

Status: Ongoing. While most project outreach has been modified to ensure social distancing, virtual meetings and, in the future, a return to in-person meetings and potentially hybrid meetings will be structured to ensure the best outcomes possible.

H. Conduct "reality checks" at appropriate junctures. The TIERS framework encourages taking time to debrief regularly to verify that the public engagement plan is on target and adjust as necessary. The City Council or City Manager approved public engagement plan, while clear at approval, may require adjustments midstream to incorporate critical information received during the process.

Status: Ongoing. While this report is one step in conducting a current "reality check," staff is interested in feedback on the pilot program and committed to further updates and modifications as the program is implemented.

Future efforts

As part of the ongoing pilot program, staff anticipates using the TIERS framework to guide staff efforts on smaller projects. It also intends to complete the early steps of the TIERS framework to develop public engagement plans for the City Council's consideration and approval as part of larger, more complex projects. These would likely include the Housing Element, Climate Action Plan implementation, and other top City Council priorities. These may also include particularly complex or controversial matters. The value

of City Council review and approval of the engagement plans is to ensure transparency in process from the beginning.

The public engagement plan will identify the various decisions anticipated and the type of public engagement that is appropriate within known constraints such as project timeline or budget. The public engagement plan will also clearly outline the role of all stakeholders in the decision-making process to clarify expectations for all participants.

Impact on City Resources

The pilot program has sufficient resources in the current budget.

Environmental Review

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

Public Notice

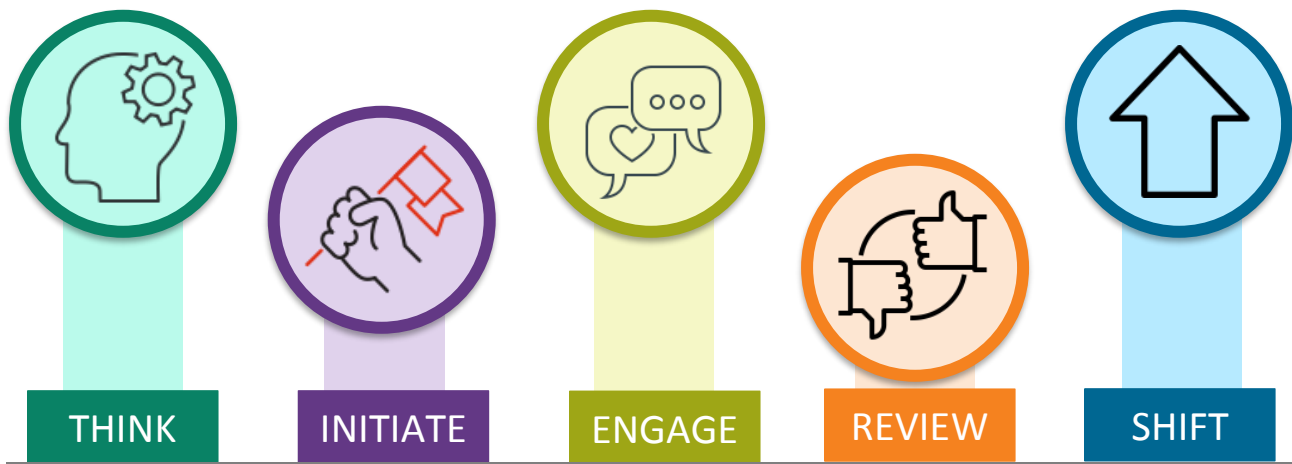
Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

Attachments

- A. ILG article: "Shaping the future together: TIERS Framework for Practical Public Engagement at the Local Level"
- B. ILG article: "What is public engagement? and Why Should I do it?"

Report prepared by:
Clay Curtin, Public Engagement Manager

Shaping the Future Together: TIERSSM Framework for Practical Public Engagement at the Local Level



The Institute for Local Government (ILG) has developed a framework to support and assist any local government with planning and executing public engagement efforts. The Framework consists of five pillars for successful community engagement: Think, Initiate, Engage, Review and Shift.

Why TIERS? The TIERS Public Engagement Framework has been developed in direct response to what we have heard from local elected officials and staff across California. In 2015, ILG conducted a statewide survey and found that 69 percent of respondents said they do not have the sufficient staff, knowledge and financial resources for public engagement. These findings mirrored the results of a 2013 ILG & Public Agenda survey which found that 69 percent of respondents thought a lack of resources and staff could stand in the way of a deliberative [public engagement] approach.

Further, there is a lack of standard best practices for authentic and effective public engagement, which leads to a lack of common understanding of what public engagement is and how to approach it. The TIERS Public Engagement Framework and its companion program, the TIERS Learning Lab, provide a step-by-step approach to public engagement.

How Can Your Agency Benefit from Public Engagement?

Local governments will benefit from public engagement in the following ways:

- Improved local agency decision making and actions, with better impacts and outcomes
- More community buy-in and support, with less contentiousness
- Better identification of the public's values, ideas and recommendations
- More informed residents
- More constructive discussion and decision making
- Faster project implementation with less need to revisit again
- More trust in each other and in local government
- Higher rates of community participation and leadership development



THINK

Step 1: Self-Assessment

- Public Engagement Project Assessment
 - Quick Assessment (1-4 hours)
 - Deeper Assessment (8 hours to 6 weeks)
 - *Template Provided*
- Agency Assessment
 - Davenport Institute's "How are WE Doing?" assessment tool

Step 2: Consider Public Engagement Approach

- Draft Public Engagement Approach for your Specific Effort
 - *Template Provided*
- Draft Public Engagement Approach for Agency Wide Application
 - Review your agency's public engagement policies and practices, including current staffing
 - Conduct an analysis of the public engagement functions and needs across your agency

Step 3: Contemplate Community Landscape

- Create or update a list of local community based organizations (CBOs) and others to inform outreach efforts
- Identify diverse locations to hold meetings with target audiences in mind
- *Template Provided*



INITIATE

Step 1: Draft Public Engagement Approach

- Choose a mix of in-person and online activities
 - Consider the timeline, budget, staff time implications (your department and other departments as applicable)
 - Who will facilitate events? Who/ how will data gathered be input, analyzed, summarized?
 - What might go wrong? How might your approach mitigate for challenges?
 - *Template Provided*

Step 2: Develop Outreach Plan

- Create an Outreach Plan
 - Consider what you know from your 'community landscape' listing; who you are trying to reach, how much time and money available
 - *Template Provided*

Step 3: 'Reality Check'

- Are there local, state or federal laws or regulations you need to consider?
- Are there internal organizational 'politics' or challenges to take into consideration?
- Are there larger 'Political' issues to keep in mind?
 - For example: Is there an upcoming election? A significant recent incident?

“Society is strongest when we all have a voice. Engaged communities are often more vibrant and healthier.”

- The James Irvine Foundation



ENGAGE

Step 1: Implement Outreach Plan

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

Step 2: Implement Public Engagement Approach

- Execute your plan; ensure roles are clear; adjust as appropriate
- *Template Provided*

Step 3: 'Reality Check'

- Are there internal organizational 'politics' or challenges that have changed and need to be considered?
- Check in with key community leaders on a regular basis to understand new or coming issues; mitigate accordingly



REVIEW

Step 1: Evaluate Public Engagement Approach

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

Step 2: Evaluate Outreach Plan

- What worked? What could have gone better?
- Is training needed for any staffers in order to execute more effectively in the future? (e.g. challenging people; communications skills; small group facilitation)
- Are there community leaders with whom the agency should build stronger ties?

Step 3: What Barriers Did You Overcome?

- What internal organizational barriers did you overcome?
- What other political barriers did you overcome?



SHIFT

Step 1: Internal Organizational

- Consider beneficial organizational shifts
 - For example: public engagement assigned within job description(s); commitment to train electeds and staff in public engagement policy and/or skills; ongoing communication strategies that go beyond traditional methods such as ethnic media
 - Send out periodic surveys to understand satisfaction with public engagement related efforts and policies
 - Ask for help when needed from organizations like ILG, Davenport Institute and/or consultants

Step 2: External |Your Community

- Consider beneficial shifts in external relations
 - For example: set and track metrics related to in-person and phone meetings with diverse and underrepresented community members, choose time bound goals; engage with local leadership programs

Step 3: Policy Change

- Consider policy review/ change/ adoption
 - Commitment to review public engagement related policies if they have not been systematically reviewed in the last ten years; Adopt a resolution demonstrating commitment to public engagement

TIERSSM Public Engagement Learning Lab

The TIERS Public Engagement Learning Lab is an interactive, results-oriented 6 month program led by ILG that provides participants in California local government with hands-on instructions, exclusive TIERS public engagement tools, individualized support of your public engagement project, follow up private consulting, and peer-to-peer learning.

Program Benefits + Takeaways:

- 1 Reframe your public engagement from a necessary burden to a beneficial and productive process
- 2 Learn new tactics and tools to manage and respond to diverse viewpoints and navigate contentious stakeholders
- 3 Learn how to drive higher turnout for your big events
- 4 Gain new ideas and digital strategies to move your public engagement 'Beyond the Usuals' and reach new residents and stakeholders
- 5 Increase your organization's internal buy-in for your public engagement work
- 6 Connect with others in your region to share real-world case studies and provide mutual support for successful public engagement work

To learn more about the TIERS Learning Lab and other training opportunities in your region, please contact ILG's Public Engagement Program at publicengagement@ca-ilg.org

About the Institute for Local Government

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To access the Institute's resources on public engagement, visit www.ca-ilg.org/engagement

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The TIERS Framework was developed with a generous grant from The James Irvine Foundation.



What is Public Engagement?

&

Why Should I do it?

There are many terms that describe the involvement of the public in civic and political life. We offer one set of terms and definitions here not because we're sure these definitions are the best or most complete – or even that most people would agree with them - but because we think it's important to draw distinctions among the various ways people can become involved. This is important because understanding these differences will help local officials “fit” the best approach (or approaches) to the issue, policy or controversy at hand. The exact terms and definitions are less important than recognizing that these distinctions exist.

Local governments throughout California are applying a variety of public engagement strategies and approaches to address issues ranging from land use and budgeting to climate change and public safety. They are discovering a number of benefits that can result from the successful engagement of their residents in local decision making.

What is Public Engagement?



CIVIC ENGAGEMENT

This is an extremely broad term that includes the many ways that residents involve themselves in the civic and political life of their community. It encompasses volunteering as a local Little League coach, attending neighborhood or community-wide meetings, helping to build a community playground, joining a city or county clean-up effort, becoming a member of a neighborhood watch group or local commission – and much more.



PUBLIC ENGAGEMENT

This is a general term we are using for a broad range of methods through which members of the public become more informed about and/or influence public decisions. Given our work to support good public involvement in California, we are especially focused on how local officials use public involvement practices to help inform residents and help guide the policy decisions and actions of local government.



PUBLIC INFORMATION/OUTREACH

This kind of public engagement is characterized by one-way local government communication to residents to inform them about a public problem, issue or policy matter.

Examples could include: a website article describing the agency's current budget situation; a mailing to neighborhood residents about a planned housing complex; or a presentation by a health department to a community group about substandard housing or "bird" flu policies.



PUBLIC CONSULTATION

This kind of public engagement generally includes instances where local officials ask for the individual views or recommendations of residents about public actions and decisions, and where there is generally little or no discussion to add additional knowledge and insight and promote an exchange of viewpoints.

Examples include typical public hearings and council or board comment periods, as well as resident surveys and polls. A public meeting that is mainly focused on asking for "raw" individual opinions and recommendations about budget recommendations would fit in this category.



PUBLIC PARTICIPATION/DELIBERATION

This form of public engagement refers to those processes through which participants receive new information on the topic at hand and through discussion and deliberation jointly prioritize or agree on ideas and/or recommendations intended to inform the decisions of local officials.

Examples include community conversations that provide information on the budget and the budget process and ask participants to discuss community priorities, confront real trade-offs, and craft their collective recommendations; or the development of a representative group of residents who draw on community input and suggest elements and ideas for a general plan update.



SUSTAINED PUBLIC PROBLEM SOLVING

This form of public engagement typically takes place through the work of place-based committees or task forces, often with multi-sector membership, that over an extended period of time address public problems through collaborative planning, implementation, monitoring and/or assessment.

Why Engage the Public?



BETTER IDENTIFICATION OF THE PUBLIC'S VALUES, IDEAS AND RECOMMENDATIONS

Elections help identify voter preferences and communication with individual constituents provide additional information to local officials about resident views on various topics. However gaps often remain in understanding the public's views and preferences on proposed public agency actions and decisions. This can especially be the case for residents or populations that tend to participate less frequently or when simple "pro" or "con" views don't help solve the problem at hand. Good public engagement can provide more nuanced and collective views about an issue by a broader spectrum of residents.



MORE INFORMED RESIDENTS - ABOUT ISSUES AND ABOUT LOCAL AGENCIES

Most residents do not regularly follow local policy matters carefully. While a relatively small number do, most community members are not familiar, for instance, with the ins and outs of a local agency budget and budget process, or knowledgeable about planning for a new general plan, open space use or affordable housing. Good public engagement can present opportunities for residents to better understand an issue and its impacts and to see local agency challenges as their challenges as well.



IMPROVED LOCAL AGENCY DECISION - MAKING AND ACTIONS, WITH BETTER IMPACTS AND OUTCOMES

Members of the public have information about their community's history and needs. They also have a sense of the kind of place where they and their families want to live. They can add new voices and new ideas to enrich thinking and planning on topics that concern them. This kind of knowledge, integrated appropriately into local decision making, helps ensure that public decisions are optimal for the community and best fit current conditions and needs.



MORE COMMUNITY BUY-IN AND SUPPORT, WITH LESS CONTENTIOUSNESS

Public engagement by residents and others can generate more support for the final decisions reached by local decision makers. Put simply, participation helps generate ownership. Involved residents who have helped to shape a proposed policy, project or program will better understand the issue itself and the reasons for the decisions that are made. Good communications about the public's involvement in a local decision can increase the support of the broader community as well.



MORE CIVIL DISCUSSIONS AND DECISION MAKING

Earlier, informed and facilitated deliberation by residents will frequently offer a better chance for more civil and reasoned conversations and problem solving than public hearings and other less collaborative opportunities for public input.



FASTER PROJECT IMPLEMENTATION WITH LESS NEED TO REVISIT AGAIN

Making public decisions is one thing; successfully implementing these decisions is often something else altogether. The buy-in discussed above, and the potential for broad agreement on a decision, are important contributors to faster implementation. For instance, a cross section of the community may come together to work on a vision or plan that includes a collective sense of what downtown building height limits should be. If this is adopted by the local agency and guides planning and development over time, the issue will be less likely to reoccur as an issue for the community and for local officials. In general, good public engagement reduces the need for unnecessary decision-making “do-over.”



MORE TRUST - IN EACH OTHER AND IN LOCAL GOVERNMENT

Whatever their differences, people who work together on common problems usually have more appreciation of the problem and of each other. Many forms of public engagement provide opportunity to get behind peoples’ statements and understand the reasons for what they think and say. This helps enhance understanding and respect among the participants. It also inspires confidence that problems can be solved – which promotes more cooperation over time. Whether called social capital, community building, civic pride or good citizenship, such experiences help build stronger communities. Additionally, when a local agency promotes and is a part of these processes - and takes the ideas and recommendations of the public seriously - a greater trust and confidence in local government often results.



HIGHER RATES OF COMMUNITY PARTICIPATION AND LEADERSHIP DEVELOPMENT

Engaging the public in new ways offers additional opportunities for people to take part in the civic and political life of their community. This may include community members who have traditionally participated less than others. These are avenues for not only contributing to local decisions but for residents to gain knowledge, experience and confidence in the workings of their local government. These are future neighborhood volunteers, civic and community leaders, commissioners and elected officials. In whatever role they choose, these are individuals who will be more prepared and more qualified as informed residents, involved citizens and future leaders.

Generous financial support for this resource was provided by The James Irvine Foundation. All decisions regarding the final content of this publication were made by the Institute for Local Government.



About the Institute for Local Government

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For more information and to access the Institute’s resources on public engagement, visit www.ca-ilg.org/publicengagement.

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Agenda item C2
Sody Tronson, Resident

Thank you for taking on the critical mission of improving public engagement.

I read the Staff report with great interest and would have appreciated seeing some of the actual outcomes and deliverables of this effort. It would give us all a greater appreciation on all that has been done if we were able to learn more of the outcomes of this effort too-date.

I would also like to caution that curating a new website alone will not necessarily deliver the needed outcome. While the design and deployment of a new website is no small task, it is what it will deliver that matters. Much of what many residents have been asking for over the years, were/are also possible with the new website (yes, indeed we do need a better platform). But while we wait, and also as part of its design, we need to know what will be possible with the new website that was not possible before. For example:

- 1) Will the new website provide a searchable database and visualization of various vendors the City has hired over the years (currently all we have are 'individual' static, flat, pdf files)?
- 2) Will the new website provide information which has over the years been requested by various people under the Freedom of Information Act, so residents do not have to ask for the same things, burdening the Staff with replicated request? Currently that is not available at all.

The above are just two examples. It would be wonderful if we knew what all of the new engagement initiative will deliver differently.

Thank you.

Sody Tronson



PUBLIC ENGAGEMENT PILOT PROGRAM

Update for City Council – March 23, 2021



PILOT PROGRAM TIMELINE

- Spring 2019 Staff began exploring options
- June 2019 City Council approves the framework
- August 2019 Position is filled
- September 2019 Training with Institute for Local Government
- March 2020: Pandemic response began





TIERS FRAMEWORK FOR LOCAL PUBLIC ENGAGEMENT



THINK



INITIATE



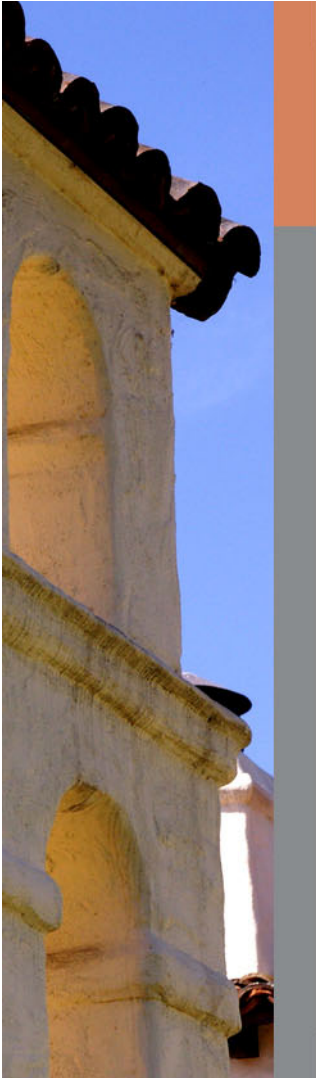
ENGAGE



REVIEW

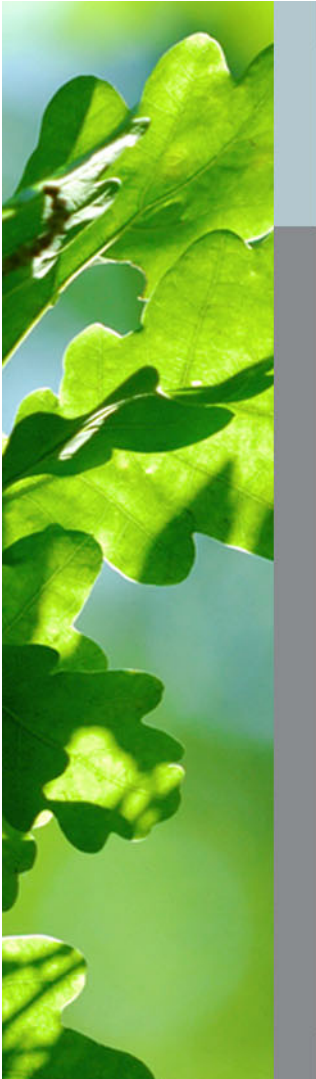


SHIFT



THINK

- Step 1 – Self-assessment
 - Consider the project’s timeline, budget, geographic impacts, target outreach groups, level of input desired, key stakeholders, issues
- Step 2 – Consider the public engagement approach
 - Considerations for in-person efforts, digital efforts, tactics, facilitators, notetaking, collaboration, elements of the draft plan
- Step 3 – Contemplate the community landscape
 - Identify and document the wide variety of potential stakeholder groups, after the initial assessment check with stakeholders to fill in gaps and check assumptions



INITIATE

- **Step 1: Draft the public engagement approach**
 - Choose a mix of in-person and online activities, use information gathered during THINK steps
- **Step 2: Develop the outreach plan**
 - Identify the communication outlets that make sense, includes local press, ethnic media, city-owned channels (website, email, blog), social media, print items, electronic items, visual, person-to-person communication
- **Step 3: Reality Check**
 - Compliance considerations, internal challenges, other events or significant impacts that could alter the approach



ENGAGE

- Step 1: Implement the outreach plan
 - Prioritize outreach, ensure target audiences are represented (authentically) within the plan, double check with local leaders
- Step 2: Implement the public engagement approach
 - Execute the plan, ensure roles are clear, adjust as appropriate
- Step 3: Reality check
 - Are internal challenges present, have they caused a need for a change, check in with key community leaders often to understand new or coming issues, mitigate accordingly



REVIEW

- **Step 1: Evaluate the public engagement approach**
 - What worked? What could have gone better? Is additional staff training needed to execute more effectively in the future
- **Step 2: Evaluate the outreach plan**
 - What worked? What could have gone better? Is additional staff training needed to execute more effectively in the future
 - Are there community leaders with whom the agency should build stronger ties? (Yes)
- **Step 3: What barriers were overcome**
 - What internal challenges existed, how were they overcome? Others?



SHIFT

- Internal organization
 - Consider beneficial organizational changes
 - Survey periodically to understand satisfaction with public engagement efforts
 - Seek assistance from outside organizations like the Institute for Local Government, the Davenport Institute and/or consultants
- External | Community
 - Consider beneficial shifts in external relations, set and track metrics related to in-person and phone meetings with diverse and underrepresented groups
- Policy changes
 - Consider policy review / change / adoption, consider regular policy reviews, resolutions demonstrating commitment to public engagement



OBJECTIVES AND CURRENT STATUS



- Database of stakeholders
- Relationship building and assistance to stakeholders
- Technology tools, improvements for engagement and transparency
- Departmental assistance
- Oversee implementation of engagement plans
- Coordinate media and outreach efforts
- Facilitate engagement activities
- Conduct reality checks



FUTURE EFFORTS



- Small, noncontroversial projects
- Large, complex projects
 - Housing Element update
 - Climate Action Plan implementation
 - Other top goals, City Council priorities
- City Council direction and feedback



THANK YOU



STAFF REPORT

City Council

Meeting Date:

3/23/2021

Staff Report Number:

21-062-CC

Study Session:

Provide direction on the five-year capital improvement plan

Recommendation

Staff recommends the City Council provide the following direction for developing the proposed five-year (2021-2026) capital improvement plan (CIP):

- Confirm staff's proposed actions address the City Council's questions from the February 23 City Council meeting discussion
- Confirm or modify the scope modifications proposed for the following two fiscal year 2020-21 CIP projects:
 - Gatehouse fence replacement project
 - Downtown utility undergrounding project
- Provide direction on the utilization of specialized funding sources
- Confirm or modify criteria used to identify and prioritize projects

Policy Issues

The City Council typically adopts the CIP as part of the budget adoption process annually in June. The City Council's annual goal-setting process provides insight on the use of city resources as well as prioritization of services and projects for the upcoming 12 to 18 months. Goals and priorities identified in the City Council's annual goal-setting process are incorporated into the CIP each year based on available funding. The City Council provided direction on its goals and priorities March 9, and an information item summarizing the projects identified is also anticipated on the March 23 agenda as a separate item. Staff anticipates that direction provided by the City Council through setting goals and priorities, along with any other direction provided as part of this discussion on the CIP, would be used to prepare the draft CIP for City Council consideration as part of the budget adoption in June.

Background

Staff transmitted an informational update providing a copy of the adopted 2020-21 CIP February 23. This report expands on that update to provide status reports on each funded project. In addition to the March 23 study session, staff also anticipates two additional future City Council study sessions on capital projects, tentatively outlined as follows, prior to budget adoption:

- April 13: Review of the City's paving program and rubberized pavement treatments
- May 10: Review of parks projects and potential use of Measure T bonds

The 2020-21 adopted CIP incorporated funding reductions of 20 percent overall and 65 percent in the general capital fund due to the fiscal impacts of the COVID-19 pandemic. The adopted CIP included 59 ongoing projects in seven categories, with 26 of those projects receiving new funds. Of these 26 projects

with new funds, 11 were programmatic in nature, providing annual maintenance funds for infrastructure like parks, sports fields and traffic signals.

A list of the funded projects and budgets is included in Attachment A. Project descriptions are provided in the adopted CIP linked in Attachment B, as well as included in the table summary provided in Attachment D and described further below.

Project status updates

Despite the COVID-19 pandemic, significant progress was made this year to complete projects and reduce the multiyear backlog of capital projects, including City Council adoption of the transportation master plan November 20, 2020. In addition, 11 projects were substantially completed in the last year, including construction of:

- Crosswalk enhancements (rapid flashing beacons) at five existing locations
- Emergency water supply well at the City's corporation yard
- New playground equipment and tennis courts at Nealon Park
- New sidewalks and landscaping including green stormwater treatment on Oak Grove Avenue
- New sidewalks and protected bicycle lanes on Chilco Street
- New sidewalks and repaving of Santa Cruz Avenue
- Police lobby and records counter remodel
- Repaving of Middle Avenue and sections of approximately 40 residential streets throughout the City as part of the annual street resurfacing program
- Sidewalk sections to close gaps on Pierce Road and Santa Monica Avenue/Coleman Avenue
- Water main replacement on Monte Rosa Drive

Progress on many projects in earlier phases of delivery (such as planning and design) has been accomplished. A map showcasing critical projects was developed and is on the City's website (Attachment C.) A detailed table is provided in Attachment D that includes:

- Project name
- Current status
- Project description
- Priority (Tier 1, 2 or 3)
- City Council district(s)
- Whether the project is requisite:
 - Mandated by law (federal, state or local)
 - Necessary to maintain a City asset to preserve its useful life
 - Repair/replace a deficient condition
 - Leverages other funding sources (such as grants, with expenditure timeline requirements)
- Budget
- Funding source(s)

Staff anticipates further reviewing key highlights of this progress report in a presentation at the March 23 City Council meeting.

Analysis

Follow up on City Council requests from February 23

Based on City Council discussion February 23 as part of the CIP information item, City Councilmembers

requested the following:

1. Bifurcate project budgets be based on project location
2. Identify projects funded by development agreements or as environmental mitigation measures required as a result of development be shown in the CIP
3. Clarifying information about City design standards and construction details

Staff anticipates items 1 and 2 can be addressed as part of the proposed 2021-22 CIP development. For item 1, staff will separate projects by location other than for programmatic, citywide maintenance efforts (such as the street resurfacing program, for example, which typically covers streets across the City.) In addition, a breakdown of expenditures on the Pierce Road sidewalk project is included in Attachment E as requested by one City Councilmember. For item 2, staff plans to add capital projects that are required to be implemented by developers in the proposed CIP, and will include budget estimates for staff time associated with planned work. This was previously done, for example, for work on Chilco Street, where the City provided a funding contribution to the work in the form of a fee credit, as identified in the Facebook Campus Expansion project development agreement. Staff anticipates this would improve transparency about identified mitigation measures as requested.

For item 3, City Council requested clarifying information about City design standards for capital projects. The City has adopted engineering standards (Attachment F) and guidelines for streets/transportation projects as adopted as part of the transportation master plan (Attachment G.) Staff has been working to create updated details based on current federal and state requirements and best practices. This task was identified in the Public Works department's organizational review prepared by Matrix Consulting in 2019, since some of the details were last updated in the late 1990s and early 2000s, and is currently underway. Staff also recommends that a brief public-friendly document that shows the connection between the guidelines developed in the transportation master plan and the engineering standards could be a beneficial work effort in the 2021-22 CIP to address these concerns. If desired by the City Council, staff would incorporate funding for resources needed to prepare this document as part of the proposed CIP.

Staff recommends the City Council confirm these proposed actions would address the City Council's questions identified on February 23.

In addition, staff is requesting the City Council provide direction on the following three items, each detailed further below, to inform the process for selecting and prioritizing projects for next fiscal year:

- Project re-scoping recommendations
- Utilization of specialized fund sources where possible
- Project prioritization criteria

Project re-scoping recommendations

Two projects are identified below for which staff is recommending scope changes prior to proceeding on work:

- Gatehouse fence replacement. In the City building and systems category, the project has a carry-over budget of approximately \$70,000. This funding was originally planned to replace the fence along Ravenswood Avenue which is missing sections and in a general state of disrepair. Last year during the adoption of the CIP, some City Councilmembers expressed concern about expending financial resources for this project. Staff reassessed the scope of the work and in lieu of fence replacement, repairs can be made. This work could be accomplished well within the existing project budget, and remaining funds would be returned to the general capital fund for appropriation to future projects.
- Downtown utility undergrounding. In the streets and sidewalks category, this project is budgeted to

expend downtown parking funds in the short-term and the City’s Rule 20A undergrounding credits of approximately \$5,000,000 for undergrounding electric lines in a future year. Related projects, the reconstruction of parking plazas 7 (adjacent to Trader Joe’s) and 8 (adjacent to Left Bank), are on hold pending undergrounding since utilities would need to be placed underground before the plazas could be reconstructed. On February 23, 2020, the City Council established three new undergrounding districts as follows:

1. Downtown Menlo-Santa Cruz parking plazas 7 and 8
2. Alma Street near Burgess Drive
3. Middlefield Road

Subsequent to this action, during the fiscal year 2020-21 CIP adoption on July 28, one City Councilmember expressed a desire to consider other corridors. Meanwhile, the CPUC is considering sun-setting the Rule 20A program in the next 10 years; a decision is expected in August 2021. Other cities have also approached staff requesting to purchase the City’s credits prior to the program sun-setting. At this time, staff recommends that City Council hold a study session in Q3 or Q4 of 2021 to determine next steps for the Rule 20A program and consider project priorities. However, work on parking plazas 7 and 8 should not be deferred any longer, and as such, staff recommends that the Rule 20A funds currently identified for the downtown area be released, and the project retitled “Utility Undergrounding” and funds be appropriated for this work from general capital funds in fiscal year 2021-22.

Table 1: Recommended scope modifications	
Project name	Proposed change in scope
Gatehouse fence replacement	Repair and repaint existing fence in lieu of replacement. Balance would be returned to general capital fund following project completion.
Downtown utility undergrounding	Reconstruction parking plazas 7 and 8 have been on hold until utility undergrounding next steps are determined. Recommended to release funds for downtown, and pursue undergrounding project elsewhere in the City or explore other options.

Staff is seeking City Council confirmation on each of these proposed scope modifications. Staff anticipates moving forward with gatehouse fence repair (instead of replacement) and modifying the downtown utility undergrounding scope and funding source as part of the 2021-22 CIP unless directed otherwise.

Funding sources

The CIP is funded through a variety of sources. Typically, the City makes an annual transfer of general fund revenue to the capital improvement program of approximately \$3 million, which is then distributed to projects as identified each year. In addition, in prior fiscal years, surplus revenues at the end of the year were used to pre-fund CIP projects for the following year. Santa Cruz Sidewalks (phase 1), Chrysler pump station, Nealon Park playground, and Sharon Road sidewalks are example projects that were funded in this way. In addition, grants from county, regional, state, and federal agencies and other dedicated funding sources such as the water fund, transportation impact fee fund, stormwater fund, and solid waste fund provide resources for specific types of eligible projects. All of these funding sources have more identified needs than the City has available resources to complete work in any given fiscal year.

Therefore, generally, staff recommends utilizing specialized or grant funding sources available for capital needs prior to programming general capital funds, as general capital funds are the least restrictive source. For example, if recreation in-lieu funds can be utilized for a parks capital project, staff typically programs these funds before general capital funds, which can then be utilized for any other capital needs that year. For ease of reference, a list of grant applications submitted for capital projects and status updates on the results of funding award, if known, as of March 17 is provided in Attachment H.

Staff recommends the City Council provide confirmation of the direction to utilize specialized funds prior to general capital funds where possible.

Project prioritization strategy and criteria

In the past five years, the City has invested in the development of long-term infrastructure planning efforts, including:

- Bedwell Bayfront Park master plan
- Climate action plan
- Green stormwater infrastructure plan
- Information technology master plan
- Parks and Recreation master plan
- Stormwater master plan (in development)
- Transportation master plan
- Water system master plan
- Zero waste (trash and recycling) plan

These planning efforts have laid the groundwork to identify and prioritize key infrastructure needs in each topic area. The CIP, over time, then takes the recommendations from each plan and programs them for further planning, public engagement, design and construction. This has allowed for a more strategic approach to identifying capital needs, while still allowing the flexibility to respond to other projects or issues as they arise.

Even with these master planning efforts substantially completed, projects must be further scoped and prioritized annually according to available funds and resources to successfully deliver the projects.

Evaluation criteria applied to prioritize projects in past years include:

- Public health and safety/risk exposure
- Protection of infrastructure
- Impacts on operating budgets and ongoing maintenance needs
- Capacity to deliver/impacts to other projects
- Economic development
- External requirements
- Population served
- Community/commission support
- Relationship to adopted plans (for example, climate action plan)
- Cost/benefit
- Availability of financing

Staff recommends the City Council confirm, or modify, these prioritization criteria.

Summary

As summarized above, staff recommends the City Council:

- Confirm staff's proposed actions would address the City Council's questions from the February 23 City Council meeting discussion
- Confirm or modify the scope modifications proposed for the following two fiscal year 2020-21 CIP projects:
 - Gatehouse fence replacement project
 - Downtown utility undergrounding project
- Provide direction on the utilization of specialized funding sources
- Confirm or modify criteria used to identify and prioritize projects

Impact on City Resources

The CIP is adopted annually through the budget adoption process. Direction from the City Council would be used to develop the 2021-22 proposed CIP budget.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it has no potential for resulting in any direct or indirect physical change in the environment. Individual projects within the capital improvement program would continue to be evaluated individually under CEQA as the projects proceed.

Public Notice

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

Attachments

- A. List of 2020-21 funded projects and budgets
- B. Hyperlink – 2020-25 CIP: stories.opengov.com/menlopark/published/RqEZIAK0n
- C. Hyperlink – Map of active capital projects: menlopark.org/currentprojects
- D. Project summary table including project status and descriptions
- E. Pierce Road sidewalks expenditure summary
- F. Hyperlink – Design standards: menlopark.org/standards
- G. Hyperlink – transportation master plan toolkit (Appendix I) and Complete Streets examples (Appendix II): menlopark.org/tmp
- H. Grant funding summary and results of funding awards

Report prepared by:
Nikki Nagaya, Public Works Director

Report reviewed by:
Justin Murphy, Deputy City Manager

Project category and name	Fiscal Year				
	2020-21 ¹	2021-22 ²	2022-23 ²	2023-24 ²	2024-25 ²
City Buildings & Systems					
City Buildings (Minor)	1,511,774	500,000	500,000	500,000	500,000
City Buildings HVAC Modifications	545,000	-	-	-	-
Fire Plans & Equipment Replacement for City Buildings	170,116	-	-	-	-
Gatehouse Fence Replacement	70,031	-	-	-	-
Information Technology Master Plan & Implementation	1,864,404	2,500,000	2,500,000	2,500,000	2,500,000
Menlo Park Community Campus	15,752,425	-	-	-	-
Burgess Pool Lobby Renovations	-	125,000	-	-	-
Corporation Yard Master Plan	-	100,000	-	-	-
Cost of Service/Fee Study	-	100,000	-	-	-
Emergency Operations Center	-	150,000	-	15,000,000	-
Facilities Maintenance Master Plan	-	-	150,000	-	-
<i>City Buildings & Systems Subtotal</i>	<i>19,913,750</i>	<i>3,475,000</i>	<i>3,150,000</i>	<i>18,000,000</i>	<i>3,000,000</i>
Environment					
Climate Action Plan Implementation	382,529	100,000	100,000	100,000	100,000
Electric Vehicle Chargers at City Facilities	497,130	-	-	-	-
Hydration Stations	332,897	-	-	-	-
Sea Level Rise Resiliency Plan	150,000	-	-	-	-
<i>Environment Subtotal</i>	<i>1,362,556</i>	<i>100,000</i>	<i>100,000</i>	<i>100,000</i>	<i>100,000</i>
Parks & Recreation					
Aquatic Center Maintenance (annual)	1,043,174	400,000	400,000	400,000	400,000
Bedwell Bayfront Park Collection and Leachate Systems Repair	4,031,379	-	-	-	-
Bedwell Bayfront Park Master Plan Implementation	1,493,456	-	-	-	-
Civic Center Campus Improvements	61,924	300,000	300,000	-	-
Park Improvements (Minor)	367,407	200,000	200,000	200,000	200,000
Park Pathways Repairs	916,027	500,000	500,000	500,000	500,000
Park Playground Equipment	200,000	550,000	600,000	-	-
Sport Field Renovations	600,000	300,000	300,000	300,000	300,000
Tennis Court Maintenance	183,339	120,000	120,000	120,000	120,000
Willow Oaks Park Improvements	910,829	-	-	-	-
Parks & Recreation Master Plan Update Implementation	-	15,000,000	2,500,000	-	-
<i>Parks & Recreation Subtotal</i>	<i>9,807,535</i>	<i>17,370,000</i>	<i>4,920,000</i>	<i>1,520,000</i>	<i>1,520,000</i>

Project category and name	Fiscal Year				
	2020-21 ¹	2021-22 ²	2022-23 ²	2023-24 ²	2024-25 ²
Stormwater					
Bayfront Canal Atherton Channel Flood Protection Project	1,417,391	-	-	-	-
Chrysler Pump Station Improvements	10,854,223	-	-	-	-
Chrysler Pump Station Repairs	8,156	-	-	-	-
San Francisquito Creek Upstream-101 Flood Protection Project	82,995	1,500,000	-	-	-
Stormwater Master Plan	330,061	-	-	-	-
Willow Bridge Abutment Project	-	250,000	-	-	-
Stormwater Subtotal	12,692,826	1,750,000	-	-	-
Streets & Sidewalks					
Chilco Streetscape & Sidewalk Installation	2,891,896	-	-	-	-
Downtown Parking Plazas Utility Undergrounding	661,556	-	5,000,000	-	-
Downtown Streetscape Improvement	397,269	-	-	-	-
Oak Grove Sidewalk & Green Infrastructure Project	75,996	-	-	-	-
Parking Plaza 7 Renovations	200,000	2,000,000	-	-	-
Parking Plaza 8 Renovations	200,000	-	2,000,000	-	-
Pierce Road Sidewalk & San Mateo Bike Route Installation	1,099,944	-	-	-	-
Ravenswood Avenue (Alma to Macussen Dr) Street Resurfacing	950,000	-	-	-	-
Santa Cruz & Middle Avenues Resurfacing	2,522,042	-	-	-	-
Sharon Road Sidewalk Installation	887,877	-	-	-	-
Sidewalk Repair Program	557,516	550,000	550,000	550,000	550,000
Street Resurfacing Project	5,837,200	1,550,000	1,575,000	2,600,000	1,600,000
Streetlight Conversion	725,000	1,200,000	-	1,300,000	-
Willow Road Resurfacing	1,150,000	-	-	-	-
Downtown Parking Structure Study	-	-	100,000	-	-
Middlefield Rd (Woodland to Ravenswood)	-	150,000	3,000,000	-	-
Welcome to Menlo Park Monument Signs	-	-	-	-	180,000
Streets & Sidewalks Subtotal	18,156,296	5,450,000	12,225,000	4,450,000	2,330,000


Project category and name	Fiscal Year				
	2020-21 ¹	2021-22 ²	2022-23 ²	2023-24 ²	2024-25 ²
Traffic & Transportation					
Bayfront Expressway, Willow Road, Marsh Road Adaptive Traffic S	119,459	-	-	-	-
El Camino Real Crossings Improvements	307,087	-	-	-	-
Haven Ave Streetscape Improvement	1,335,028	-	-	-	-
Middle Avenue Caltrain Crossing Design & Construction	6,009,120	9,900,000	-	-	-
Middlefield Road and Linfield Drive-Santa Monica Avenue Crosswa	80,000	880,000	-	-	-
Ravenswood Avenue/Caltrain Grade Separation	325,933	-	5,000,000	-	-
Traffic Signals Modifications	1,329,322	350,000	350,000	350,000	350,000
Transit Improvements	37,278	-	-	-	-
Transportation Master Plan	24,157	-	-	-	-
Transportation Projects (Minor)	691,457	175,000	175,000	175,000	175,000
Willow Oaks Park Bike Connector	500,000	-	-	-	-
Willow Road Transportation Study	159,692	-	-	-	-
Willow Rd US 101 Interchange	204,652	-	-	-	-
Willow Rd & Newbridge Street Bicycle and Pedestrian Improvemer	-	-	2,800,000	-	-
Traffic & Transportation Subtotal	11,123,185	11,305,000	8,325,000	525,000	525,000

Project category and name	Fiscal Year				
	2020-21 ¹	2021-22 ²	2022-23 ²	2023-24 ²	2024-25 ²
Water System					
Automated Water Meter Reading	1,077,377	1,045,000	1,535,000	-	-
Emergency Water Storage/Supply	2,837,176	800,000	2,550,000	3,060,000	-
Fire Flow Capacity Improvements	600,000	1,092,727	-	-	1,779,100
Reservoirs #1 & #2 Mixers	98,908	-	-	-	-
Reservoir No. 2 Roof Replacement	4,596,870	-	-	-	-
Urban Water Management Plan	124,162	-	-	-	-
Water Main Replacement Project	2,832,402	1,854,000	1,800,000	2,565,000	4,420,000
Calwater Alma Interconnection	-	140,000	1,500,000	-	-
L Zone 12" Check Valve Hill SFPUC	-	-	-	195,900	-
L Zone 10" Check Valve Burgess SFPUC	-	-	-	98,600	-
Palo Alto Pope Chaucer Interconnection	-	344,300	-	-	-
Post Earthquake Operation Plan	-	58,500	-	-	-
<i>Water System Subtotal</i>	<i>12,166,895</i>	<i>5,334,527</i>	<i>7,385,000</i>	<i>5,919,500</i>	<i>6,199,100</i>
Total	85,223,043	44,784,527	36,105,000	30,514,500	13,674,100

Projects are listed in alphabetical order by category, then by current funded projects and future proposed projects.


1 Fiscal year 2020-21 funds including prior year carryover amounts and appropriated funds in 2020-21 as amended through January 12, 2021.

2 Future year proposed projects. Funding is not appropriated until budget adoption for the given fiscal year, but amounts are shown for planning


Funded Capital Projects & Status Updates										Powered by  monday.com	
City Building and Systems										Click here to start your free trial	
Name	Status	Status Update	Description	Priority	District	Requisite?	Total Budget	Funding Source 1	Funding Source 2		
1 City Buildings (Minor)	Various	Projects recently completed include policy lobby remodel. Projects underway include Americans with Disabilities Transition Plan, library basement stairwell security modifications, and planning for roof repairs for the City building occupied by the Menlo-Atherton Cooperative Nursery School in summer 2021.	This ongoing project consists of the implementation of improvements that extend the useful life of systems, equipment, and accessibility in all City buildings. This project does not provide for the replacement or significant renovation of City facilities.	Tier 2	All	Yes	\$1,511,774	General Capital			
2 City Buildings HVAC Modifications	Design	Design is in progress, to be completed as time allows.	This project modifies the heating, ventilation and air conditioning (HVAC) systems in the Arrillaga Family Recreation Center and the Police Department to address system deficiencies. At the Recreation Center, the project will evaluate and implement options for addressing temperature fluctuations and equipment failure. At the Police Department, the project focuses on improving the design of the HVAC system that serves the dispatch area.	Tier 3	All	Yes	\$545,000	General Capital			
3 Fire Plan and Equipment Replacement for City Buildings	Bid/Award	Design completed in December 2020. Bids being solicited for the project. Due to coordination with proposed MPCC project, no changes are proposed at this time for OHCC as noted in original project description.	The project consists of the replacement of fire panels, alarms, strobe lights and associated equipment in the Council Chambers, Library and Onetta Harris Community Center. The existing systems are outdated and starting to trigger false alarms.	Tier 1	All	Yes	\$170,116	General Capital			
4 Gate House Fence Replacement	On Hold	Historical evaluation of the existing fence was completed in 2019-20. Alternatives to replace and repair fence have been identified. Project on-hold in 2020-21 pending confirmation of scope.	The project consists of the replacement of portions of the existing Gatehouse fence along Ravenswood Avenue that have deteriorated or been damaged. The replacement fencing will be designed to match the intricate details of the existing unit.	Tier 3	3	No	\$70,031	General Capital			
5 Information Technology Master Plan and Implementation	Various	Projects substantially completed recently include launch of the Accela permitting system, Cartegraph asset management platform, and numerous upgrades to system components necessary for network stability and security.	This project includes updated technology for various critical and enhanced services including the financial system, web services, graphical information services and other systems within the City. The first phase includes an assessment of the existing technology tools in use within the organization, evaluates the need for replacement, and develops recommendations on the best replacements in priority order. Working with a consultant and a representative City committee to enable a knowledgeable evaluation and avoid disruption caused by failures to the aging systems, the second phase includes implementation of the approved master plan. Additional funding is programmed annually for implementation of the master plan.	Tier 1	All	Yes	\$1,864,404	General Capital			
6 Menlo Park Community Campus	Design	Council approved the project and agreement with Facebook in January 2021. Design Development is complete and the project is moving into the construction documents phase. Coordination is ongoing for City contributed elements such as expanded resiliency and sustainability initiatives, solar, microgrid, and the swimming pool. Demolition is anticipated to begin in July 2021	In December 2019, the City Council received a proposal from Facebook Inc. proposing to explore funding and development of a new multi-generational community center and library located in Menlo Park's Belle Haven neighborhood, replacing the existing community center, senior center, youth center, pool house, and library facilities. Identified as a City Council priority on January 28, 2020, this project would deliver the City's funding contribution to the project.	Tier 1	1	Yes	\$15,752,425	General Capital	Various		
							\$19,913,750				
Environment											
Name	Status	Status Update	Description	Priority	District	Requisite?	Total Budget	Funding Source 1	Funding Source 2		
7 Climate Action Plan Implementation	Various	This project provides funding for implementing the 2020 Climate Action Plan. The Council is discussing the CAP priorities as a separate agenda item on March 23.	The City Council adopted a 2030 Climate Action Plan in 2020. It includes a goal to reach community-wide carbon neutrality by 2030. The purpose of this project is to provide an annual funding source to continue implementation of the CAP programs and strategies. This year, funding will be utilized to start work on exploring policy options to (1) convert 95% of existing buildings to electric by 2030 and (2) expand electric vehicle charging stations at existing multi-family properties.	Tier 2	All	No	\$382,529	General Capital			
8 Electric Vehicle Chargers at City Facilities	Design	Conceptual plans for new chargers completed December 2020.	This project installs the necessary infrastructure to support six dual cord, Level 2 electric vehicle chargers in the Council Parking Lot and one electric vehicle charger at the Corporation Yard to support alternative fuel vehicles for the City fleet.	Tier 2	3	No	\$497,130	General Capital			
9 Hydration Stations	Construction	Project under construction. All outdoor drinking fountain retrofits have been completed. Indoor fountains under construction as of mid-March.	The City Council adopted a Community Zero Waste Plan in 2017, and it includes a strategy to promote reusable water bottle filling stations (hydration stations). Hydration stations provide an added feature to drinking fountains that allows reusable bottles to be refilled easily. This reduces single-use beverage container (bottles and cans) waste/litter, and promotes healthy lifestyle choices. Most of the current drinking fountains are difficult to fill reusable bottles due to their design and many have weak water flow to fill a water bottle, requiring a user to return multiple times to the fountain to stay hydrated or purchase a single-use beverage that results in the generation of waste. This project will convert all 29 city owned indoor and outdoor drinking fountains to hydration stations.	Tier 2	All	No	\$332,897	Solid Waste Services			
10 Sea Level Rise Resiliency Plan	Study/Plan	The City's annual dues for One Shoreline are approximately \$40,000, and will be funded through this source. SAFER Bay implementation is related to this work, and is expected to be incorporated into the 2021-22 CIP.	The Sea Level Rise Resiliency project would fund approximately 3 years of membership dues in OneShoreline, the countywide flood protection and sea level rise resiliency agency, formed as a collaborative effort of San Mateo County and 20 cities in the County. The San Mateo County Sea Level Rise Vulnerability Assessment, completed in March 2018, formed the basis for this agency after finding that sea level rise in 2100 could impact \$34 billion in property on the San Francisco Bay shoreline and coastside, north of Half Moon Bay in San Mateo County.	Tier 3	1	Yes	\$150,000	General Capital			
							\$1,362,556				

Funded Capital Projects & Status Updates									
Parks and Recreation									
Name	Status	Status Update	Description	Priority	District	Requisite?	Total Budget	Funding Source 1	Funding Source 2
11 Aquatic Center Maintenance (Annual)	Bid/Award	Design options for pool equipment, deck repairs and cover at the Burgess Pool were completed in December 2020. Bids for the project are being solicited.	This ongoing project consists of the implementation of minor improvements under \$100,000 intended to extend the useful life of systems, infrastructure and equipment at the Burgess and Belle Haven pools. This program does not provide for the replacement or significant renovation of the City's pools.	Tier 2	1, 3	Yes	\$1,043,174	General Capital	
12 Bedwell Bayfront Park Collection and Leachate System Repair	Design	Design in progress. City Council approved scope of work and contract amendment for design consultant on January 12, 2021.	This project improves existing gas collection and leachate systems serving the former landfill at Bedwell Bayfront Park and includes several phases. Replacing gas extraction wells and installing a new leachate pumping system to comply with best management practices are included to increase methane capture and reduce greenhouse gas emissions.	Tier 1	1	Yes	\$4,031,379	Bayfront Park Landfill	
13 Bedwell Bayfront Park Master Plan Implementation	Design	Design is in progress. Project has received a Priority Conservation Area grant award. Construction activities are dependent on the completion of the Bayfront Canal and Atherton Channel project being managed by the Sea Level Rise District in coordination with the City.	This project consists of the implementation of capital improvements recommended in the 2017 Bedwell Bayfront Park Master Plan. The improvements are necessary to improve services to the high number of park users and to address aging infrastructure and incorporate sea level rise protection.	Tier 2	1	Yes	\$1,493,456	General Capital	Grant
14 Civic Center Campus Improvements	On Hold	Project is on hold pending other priorities.	This project involves the design and construction of improvements to the Civic Center Campus such as additional outdoor seating, parking lot modifications, Ravenswood bike lane extension and sidewalk modification, gatehouse landscaping, minor landscaping and irrigation in the Library parking lot.	Tier 3	3	No	\$61,924	General Capital	
15 Park Improvements (Minor)	Various	This project funded installation of hand sanitizer stations at City playgrounds in March 2021 and various other maintenance projects over fiscal year 2020-21, such as playground equipment repair, installation of benches/tables, and gate and fence repair.	This ongoing project consists of the implementation of minor improvements under \$100,000 intended to extend the useful life of systems, infrastructure and equipment in the City's parks. This program does not provide for the replacement or significant renovation of the City's park facilities.	Tier 2	All	Yes	\$367,407	General Capital	
16 Park Pathways Repair	Design	Design of Sharon Park pathway repairs are 90% complete. Project is being completed as time allows.	The project replaces damaged pathways at Sharon, Nealon, and Stanford Hills Parks for safety and accessibility requirements. Future year repairs will be prioritized following completion of these first three high-priority repairs.	Tier 3	All	Yes	\$916,027	General Capital	
17 Park Playground Equipment	Design	Nealon Park playground replacement was completed in summer 2020. Design of Burgess Park and Willow Oaks Park playgrounds began in early 2021, and is being coordinated with the Willow Oaks Park improvement project described below.	This project addresses playground improvements prioritized in a 2015 comprehensive Playground Safety Inspection Report, beginning with Nealon Park (completed in 2019-20), Burgess Park and Willow Oaks Park. In addition to meeting updated California Safety Standards, the new playgrounds may incorporate theme-based educational and interactive components as the budget allows. In 2020-21, the funds would allow for the design of Burgess Park and Willow Oaks Park playgrounds. Work would be coordinated with other planned improvements to Willow Oaks Park.	Tier 1	4	Yes	\$200,000	General Capital	
18 Sports Field Renovations	Not Started	No projects are proposed in fiscal year 2020-21, but this funding provides a savings account for needed upcoming repairs as noted in the project description.	The project includes turf replacement, drain cleaning and field leveling of the sport fields managed by the City. The fields at Burgess Park, La Entrada School and Jack Lyle Park will be renovated first to ensure continued life expectancy. This project also allows for the accumulation of funds in order to replace fields more often under the City's herbicide free parks program.	N/A	All	Yes	\$600,000	General Capital	
19 Tennis Court Maintenance	Done	Five courts at Nealon Park were repaired in 2020. No projects are planned for fiscal year 2020-21, but this funding provides a savings account for needed upcoming repairs as noted in the project description.	This program is ongoing and focuses on the implementation of adequate maintenance practices to extend the useful life of the City's fifteen tennis courts. The program follows a maintenance schedule that includes the full reconstruction of every court every twelve years. Interim maintenance work includes crack repair and court resurfacing.	Tier 2	All	Yes	\$183,339	General Capital	
20 Willow Oaks Park Improvements	Design	Design began in early 2021, and community engagement is underway to solicit input about possible improvements to the dog park area and proposed restroom. Willow Oaks bike connector project is being incorporated as part of this work.	This project involves the design and construction of a restroom facility at Willow Oaks Park and improvements to the Dog Park to address community needs associated with park users. Construction would be coordinated with other improvements planned at Willow Oaks Park, including playground modification to meet safety requirements and the addition of a bicycle pathway connection to Elm Street.	Tier 3	2	No	\$910,829	Rec In Lieu	
							\$9,807,535		

Funded Capital Projects & Status Updates									
Stormwater									
Name	Status	Status Update	Description	Priority	District	Requisite?	Total Budget	Funding Source 1	Funding Source 2
21 Bayfront Canal and Atherton Channel Flood Protection	Bid/Award	Project is out to bid. Lead agency for construction is OneShoreline, the Flood and Sea Level Rise Resiliency District.	The project involves the design of an underground structure to route stormflows from the Bayfront Canal and Atherton Channel to the Ravenswood Complex Ponds S5 & R5, which are part of the South Bay Salt Pond Restoration Project. The ponds would be used for stormwater detention and would mitigate flooding in the cities of Menlo Park and Redwood City and San Mateo County. The project is being developed through a collaborative effort between the City, Redwood City, San Mateo County and the Town of Atherton.	Tier 2	1	Yes	\$1,417,391	General Capital	
22 Chrysler Pump Station	Design	Design is underway. Planning Commission approved extension of needed permits on February 8, 2021. Project expected to go out to bid in Q2 2021.	This project involves the design and construction of a new Chrysler Stormwater Pump Station. The existing facility was originally built in 1958 has reached the end of its useful life. The improved facility will provide flood protection to sections of the Bayfront area, which include the Menlo Gateway buildings and a part of the Facebook West Campus site. The City has been awarded a grant from the Federal Emergency Management Agency (FEMA) which would reimburse the City for \$5M towards the general capital fund.	Tier 1	1	Yes	\$10,854,223	General Capital	Grant
23 Chrysler Pump Station Repairs	Various	No improvements are planned at this time.	This project funds minor maintenance and repairs to the existing pump station on an as-needed basis.	Tier 3	1	Yes	\$8,156	General Capital	
24 San Francisquito Creek Upstream of 101 Flood Protection	Design	Project design in progress. Pope-Chaucer Bridge design tentatively scheduled for Planning Commission feedback on April 12, following which the project would come to City Council for approval.	The second of two projects, the effort being led by the San Francisquito Creek Joint Powers Authority focuses on improvements to creek sections located upstream of U.S. Highway 101 to protect communities in the City and the cities of Palo Alto and East Palo Alto from an event similar to the flood of 1998. The project proposes to widen the creek in a number of sections and the replacement of the Pope Chaucer Bridge.	Tier 3	1, 2	Yes	\$82,995	General Capital	
25 Stormwater Master Plan	Study/Plan	Plan development in progress.	The Stormwater Master Plan evaluates the condition of the City's Stormwater system and identifies the capital improvements necessary to address surface water collection, operations, maintenance, treatment and storage requirements. The plan includes a hydraulic evaluation of the City's storm drain network, infrastructure assessment, identifies water quality requirements, recommends planning level costs for the improvements and integrates the City's Green Infrastructure policies. The planning period for the master plan will be 25 years.	Tier 3	All	Yes	\$330,061	General Capital	
							\$12,692,826		

Funded Capital Projects & Status Updates										Powered by 	
Streets and Sidewalks											
Name	Status	Status Update	Description	Priority	District	Requisite?	Total Budget	Funding Source 1	Funding Source 2		
26	Chilco Street and Sidewalk Installation	Done	Construction was completed on the sidewalks, protected bike lanes, landscaping, and green stormwater treatment on the south side of Chilco Street in fall 2020. Work to make permanent improvements on the north side of the street is now underway, prior to repaving the entire section of Chilco Street later in 2021.	This project involved the construction of landscaping, lighting, sidewalks, and bicycle facility improvements on Chilco Street from Bayfront Expressway to Hamilton Avenue. The project provided a critical connection between the Belle Haven neighborhood and recreational and open space opportunities along the San Francisco Bay and the Don Edwards Wildlife Refuge, the new TIDE Academy High School on Jefferson Drive, and other destinations in the Bayfront area. The budget proposed for fiscal year 2020-21 would reimburse Facebook for construction according to the terms of the development agreement for the Facebook Campus Expansion Project now that the project is substantially complete, as of July 2020.	Tier 1	1	Yes	\$2,891,896	General Capital		
27	Downtown Parking Utility Underground	Pre-Design	City Council adopted 3 undergrounding districts in February 2020, the downtown area, Middlefield Road, and Alma Street near Burgess Drive. In July 2020, the City Council requested other corridors be considered before work proceeds. Staff anticipates a study session to determine next steps to be scheduled in Q3 or Q4 2021. In the meantime, staff recommends re-scoping this project to focus on corridors outside of downtown, so that work to reconstruct Parking Plazas 7 and 8 can proceed.	An undergrounding district provides framework to place overhead electrical and communication lines underground, which is consistent with the policy direction provided in the El Camino Real/Downtown Specific Plan and would be necessary for a potential future parking structure downtown. Three utility undergrounding districts were adopted by the City in February 2020: downtown, Middlefield Avenue and Alma Street near Burgess Drive. This project would provide additional funds for the prioritization of these districts and to allow design work to progress. The construction phase of this project would be funded by Rule 20A funds.	Tier 3	3, 4	Yes	\$661,556	Downtown Parking Permits		
28	Downtown Streetscape Improvement	Various	This funding is being used towards temporary the street closure of two blocks of Santa Cruz Avenue (between Evelyn and Crane; and Curtis and Doyle).	This project plans and implements street furniture, landscaping, and streetscape improvements in the downtown area per the El Camino Real/Downtown Specific Plan. In 2020-21, these funds are supporting the temporary closure of parts of Santa Cruz Avenue between El Camino Real and University Drive to vehicle traffic to provide more space for physical distancing in light of the pandemic.	Tier 3	3	No	\$397,269	General Capital		
29	Oak Grove SRTS and Green Infrastructure	Done	This project was completed in October 2020.	This project completed gaps in the pedestrian network along both sides of Oak Grove Avenue resulting in improved safety, accessibility, and connectivity to and from Nativity Catholic School and Menlo Atherton High School. In addition, the project incorporated green infrastructure that catches and treats stormwater runoff, improving water quality. This project was partially funded by a grant from the C/CAG Safe Routes to School and Green Streets Infrastructure pilot program. As of July 2020, the project is substantially complete.	Tier 1	3	No	\$75,996	Measure A		
30	Plaza 7 Renovations	Not Started	This project is dependent on Downtown Parking Utility Undergrounding.	This project provides needed improvements at Parking Plaza 7 including asphalt pavement rehabilitation, storm drainage, lighting and landscaping. The intent is for the work to be coordinated with the downtown parking utility underground project.	Tier 3	4	Yes	\$200,000	Downtown Parking Permits		
31	Plaza 8 Renovations	Not Started	This project is dependent on Downtown Parking Utility Undergrounding.	This project provides needed improvements at Parking Plaza 8 including asphalt pavement rehabilitation, storm drainage, lighting and landscaping. The intent is for the work to be coordinated with the downtown parking utility underground project.	Tier 3	4	Yes	\$200,000	Downtown Parking Permits		
32	Pierce Road Sidewalk and San Mateo Drive Bike Route Installation	Construction	Construction of sidewalks were substantially completed in December 2020, and striping of San Mateo Drive was completed in January 2021.	This project will construct a number of bicycle and pedestrian enhancements in the City, including sidewalk gap construction on Pierce Road between Ringwood Avenue and Carlton Avenue and Del Norte Avenue to Alpine Avenue; bicycle route improvements on San Mateo Drive including crossing enhancements at Middle Avenue, crossing enhancements at Middle Avenue/Blake Street; and sidewalk construction at Coleman Avenue and Santa Monica Avenue. This project is partially funded by a grant from the San Mateo County Transportation Authority Measure A Pedestrian and Bicycle program.	Tier 2	1, 2	Yes	\$1,099,944	TIF	Grant	
33	Ravenswood Avenue (Alma to Marcussen) Street Resurfacing	Design	Design is underway. Striping changes being considered to close the bicycle lane gap in the eastbound direction between Alma Street and Laurel Street. Construction anticipated in summer/fall 2021.	This project proposes to resurface Ravenswood Avenue (Alma to Marcussen Dr). This project enhances the City's roadway network and improves safety including an evaluation of concepts to close the bicycle lane gap between the railroad tracks and Noel Drive. This cost estimate does not account for application of any specialized paving treatments to reduce roadway noise.		3	No	\$950,000	Highway Users Tax		
34	Santa Cruz and Middle Avenue Resurfacing	Construction	Sidewalk construction and paving on Santa Cruz Avenue is complete. Paving on Middle Avenue was completed, but quality of completed paving does not meet required minimal standards. Staff is working with the grant agency and contractor to complete repairs in summer 2021.	The project involves the design and construction of street resurfacing work on Santa Cruz Avenue from Orange Avenue to Olive Street and of Middle Avenue from Olive Street to San Mateo Drive. With street resurfacing, an opportunity exists to install roadway striping changes (such as adding modifying crosswalks, adding bicycle lanes, or other changes) consistent with the City's adopted Bicycle Plan, El Camino Real/Downtown Specific Plan, and Circulation Element; or in the future, consistent with the Transportation Master Plan. Striping changes to Santa Cruz and Middle Avenues will be evaluated as part of this project. The project also includes the construction of curb ramps and the installation of sidewalks along Santa Cruz Avenue. Once completed, the project will result in significant improvements to the roadway infrastructure and pedestrian safety. This project is partially funded by a grant from the One Bay Area Grant program.	Tier 2	4	Yes	\$2,522,042	Const. Impact Fee	Grant	
35	Sharon Road Sidewalk Installation	Design	Project is in design, following City Council selection of a preferred alternative, concrete sidewalk installation, on January 26. Construction anticipated in summer 2021 prior to school beginning in fall 2021.	This project would install sidewalks on the north side of Sharon Road between Alameda de las Pulgas and Altschul Avenue. The project is anticipated to require parking to be removed from at least one side of the street. New sidewalks would provide an improved pedestrian connection between Alameda de las Pulgas and La Entrada Middle School, located just west of the project area.	Tier 2	5	Yes	\$887,877	General Capital		
36	Sidewalk Repair Program	Annual	Annual funding for the sidewalk repair program. Repairs across the City are currently underway.	This ongoing project consists of the removal of hazardous sidewalk offsets and the replacement of sidewalk sections that have been damaged by City tree roots in order to eliminate trip hazards. This project utilizes funds from the Landscaping Assessment District to partially fund the work completed each year.	Tier 2	All	Yes	\$557,516	Sidewalk Assessment	General Capital	
37	Street Resurfacing Project	Various	2019 and 2020 street resurfacing projects were completed by the end of 2020. This summer, paving work is proposed on Ravenswood Avenue and Willow Road. The next citywide paving project is scheduled for summer 2022.	This ongoing project includes the selection and detailed design of streets to be resurfaced throughout the City during the fiscal year and utilizes a Pavement Management System to assess the condition of existing streets and assist in the selection process. This project enhances the City's roadway network and improves safety, and incorporates multi-modal transportation infrastructure in accordance with the City's transportation plans as streets are identified for resurfacing. This cost estimate does not account for application of any specialized paving treatments to reduce roadway noise.	Tier 1	All	Yes	\$5,837,200	Const. Impact Fee	Highway Users Tax	
38	Streetlight Conversion	Design	Design is underway for the Suburban Park neighborhood. Project expected to be out to bid by summer 2021. Future year funding is planned for the Linfield Oaks and West Menlo Park neighborhoods.	Three neighborhoods in Menlo Park have streetlights on series circuits, which are unreliable, prone to damage and cause frequent, widespread outages. This project would replace these series circuits with updated electrical equipment to improve reliability of streetlights. Work would be phased in the three primary neighborhoods affected over the life of this project.	Tier 3	All	Yes	\$725,000	General Capital		
39	Willow Road (Middlefield to US-101) Street Resurfacing	Design	Design is underway. Installation of a radar speed feedback sign in each direction is being incorporated into this repaving work. Construction anticipated in summer/fall 2021.	This project proposes to mill and overlay Willow Road (Middlefield to US 101). This project enhances the City's roadway network and improves safety. This cost estimate does not account for application of any specialized paving treatments to reduce roadway noise.	Tier 3	2, 3	No	\$1,150,000	Const. Impact Fee		
							\$18,156,296				

Funded Capital Projects & Status Updates									
Traffic and Transportation									
Name	Status	Status Update	Description	Priority	District	Requisite?	Total Budget	Funding Source 1	Funding Source 2
40	Done	As of early 2020, the City's scope of work is complete. Caltrans must adjust traffic signals before changes can take effect. Modifications have been completed on Willow Road as of February 2021; Bayfront Expressway and Marsh Road are still outstanding.	Adaptive signal timing dynamically adjusts timing at traffic signals in real-time to accommodate changing traffic conditions. This system will improve travel time reliability, ease traffic congestion, and reduce fuel consumption. This project will coordinate with Caltrans to install an adaptive traffic signal system on Bayfront Expressway, Willow Road and Marsh Road corridors. This project is partially funded by a grant from the San Mateo County Transportation Authority Highway program.	Tier 2	1	Yes	\$119,459	Measure A	
41	On Hold	This project is on hold pending staff availability.	This project designs improvements for east-west pedestrian and bicycle connections as identified in the El Camino Real Corridor Study.	Tier 3	3, 4	No	\$307,087	TIF	
42	Design	Design and permit renewals are currently underway. Project expected to be out to bid in summer 2021.	This project provides new bicycle and pedestrian facilities on Haven Avenue, connecting Menlo Park, San Mateo County and Redwood City residents and employees. It provides a direct connection to the San Francisco Bay Trail, functioning as an interim gap closure of the Bay Trail between Bedwell-Bayfront Park and Seaport Avenue, better serving commute and recreational needs. This project is partially funded by contribution of funds collected from vehicle registration fees from C/CAG and a Caltrans grant.	Tier 2	1	No	\$1,335,028	TIF	Grant
43	Design	Staff submitted \$12m in grant application submittals in fall 2020, however, staff learned March 16 that these applications were not approved. Staff will need to revisit the proposed funding plan and project delivery schedule based on this news. Negotiations on right of way ongoing. 30% plans and environmental complete. Coordination with Caltrans ongoing for advancing design.	This project would provide a grade-separated crossing through the Caltrain railway to create a pedestrian/bicycle connection near Middle Avenue, between Alma Street near Burgess Park and El Camino Real at the proposed open space plaza as identified in the El Camino Real/Downtown Specific Plan. The project would develop detailed design plans and construct the project. As part of the development agreement for Middle Plaza at 500 El Camino Real, Stanford University is required to make a contribution towards the cost of the project, 50 percent of the cost, up to \$5,000,000. In May 2020, the Santa Clara County Board of Supervisors also allocated \$1,000,000 in funds for this project through the Stanford University recreation mitigation fund from established during the 2000 General Use Permit approvals.	Tier 1	3	Yes	\$6,009,120	TIF	
44	Not Started	This project has not started pending staff availability.	This project would evaluate and complete engineering design for crossing improvements at the Middlefield Road/Linfield Drive and Santa Monica Avenue intersections to improve bicycle and pedestrian safety at this location. This project effort would include coordination with Menlo Park Fire Protection District for emergency access considerations to Station 1 adjacent to the intersection.	Tier 3	3	No	\$80,000	Measure A	
45	On Hold	This project is on hold pending staff availability. Draft scope of work to evaluate fully elevated alternative was approved by City Council on January 14, 2020.	The existing Ravenswood Avenue Caltrain crossing is a critical rail crossing within Menlo Park. It is within the El Camino Real/Downtown Specific Plan Area and falls within the City's Priority Development Area. The project would fund the additional scope of work requested by the City Council in 2018 to evaluate a fully elevated alternatives and advance engineering design of a chosen preferred alternative.	Tier 1	3	No	\$325,933	General Capital	
46	Bid/Award	Laurel Street/Ravenswood Avenue signal modification is currently out to bid. Bid award scheduled for City Council tentatively in late April 2021 for construction in later 2021.	This annual project provides funds to upgrade City traffic signals. Funds would be used to replace equipment nearing the end of its useful life, enhance signal phasing and timing, and upgrade existing signals to current standards. The funds provided will generally allow a complete upgrade of a single intersection or upgrades to components of approximately three signals per year. Projects will be prioritized for implementation through the Transportation Master Plan.	Tier 3	All	Yes	\$1,329,322	TIF	
47	Various	This funding was used to install 3 bus shelters and to make other improvements to the shuttle system, including new signs and schedule holders.	The purpose of this project is to support development of transit options and improvements in Menlo Park. Improvements to bus stop amenities (benches, new signs, schedules and markings to guide shuttle users) will be installed through this project.	Tier 2	All	Yes	\$37,278	TIF	
48	Done	The City Council adopted the Transportation Master Plan on November 20, 2020. Staff is currently finalizing the Plan to incorporate the Council-requested changes.	The development of a Transportation Master Plan allows the City to identify and prioritize transportation infrastructure investments to overcome existing barriers and identify safe multimodal routes to key destinations in the City. The Plan builds on and ultimately supplants the 2005 Comprehensive Bicycle Development Plan and the 2009 Sidewalk Master Plan. The Plan was identified in the City's Circulation Element as part of the General Plan Update.	Tier 1	All	No	\$24,157	General Capital	
49	Various	Crosswalk upgrades were completed in October 2020. This annual program also provides funding to begin implementing the straightforward projects in the Transportation Master Plan, as staff time allows.	This annual project supports small transportation projects such as minor crosswalk enhancements, bicycle lane gap closures, traffic signal modifications and sign/ striping installations and restores routine maintenance levels for more timely response to resident complaints. Projects will be prioritized for implementation through the Transportation Master Plan. Funding will help address issues identified through initiation of the safe routes to school program.	Tier 2	All	Yes	\$691,457	TIF	Measure A
50	Design	Design began in early 2021, and community engagement is underway to solicit input. Willow Oaks park improvements are being designed simultaneously.	This project upgrades the existing pedestrian pathway in Willow Oaks Park to accommodate both bicycles and pedestrians. It will also extend the pathway from Willow Road to Gilbert Avenue and widen the path to ten feet. Other improvements include adjustments to back flow preventers and storm drainage improvements near Pope Street to reduce water ponding. Work would be coordinated with other planned improvements in Willow Oaks Park for the restroom, dog park, and playground equipment.	N/A	2	No	\$500,000	TIF	
51	On Hold	This project is on hold pending staff availability.	Travel time and congestion on Willow Road between Middlefield Road and Bayfront Expressway has increased significantly since 2013 as a result of regional traffic growth in the mid-Peninsula region. In 2008, the City/ County Association of Governments of San Mateo County(C/CAG) completed the Gateway Corridor Study, which identified transportation improvements for Willow Road, University Avenue, and Bayfront Expressway and analyzed cost-benefits of each improvement. This proposed study builds on the C/CAG study and the City's current Connect Menlo General Plan Update to identify any short-term modifications and prioritize the longterm projects that the City can advocate for regionally to improve traffic conditions on Willow Road. Coordination with C/CAG, the Cities of Palo Alto and East Palo Alto, and Caltrans is an important aspect of this project.	Tier 3	1	No	\$159,692	TIF	
52	Design	Conceptual designs prepared, grant application submitted but project was not awarded funding. Staff preparing a revised funding plan and next steps and anticipate returning to City Council for direction in Q2 2021.	Construction of the Willow Road/U.S. 101 interchange was completed in mid-2019. As a follow up to the interchange reconstruction, this funding would support the planning and design of landscaping to be installed in the project area. The landscaping design would be closely coordinated with Caltrans, who owns and has responsibility to maintain the majority of the project area; San Mateo County Transportation Authority (funding partner for the interchange construction); and East Palo Alto, since a portion of the interchange located within the boundaries of East Palo Alto.	Tier 1	1, 2	Yes	\$204,652	General Capital	
							\$11,123,185		

Funded Capital Projects & Status Updates							Powered by 			
Water System										
Name	Status	Status Update	Description	Priority	District	Requisite?	Total Budget	Funding Source 1	Funding Source 2	
53 Automated Meter Reading	Study/Plan	Staff is developing project solicitation approach and funding plan. Tentatively awarded \$500,000 from Department of Water Resources grant for implementation.	This project involves the installation of a radio based communication system to enable Menlo Park Municipal Water to read water meters automatically rather than manually. With this upgrade, the accuracy of meter reads would be improved, resulting in the timely detection of water leaks, reduction of water loss and improved customer service.	Tier 3	All	Yes	\$1,077,377	Water Fund	Grant	
54 Emergency Water Storage/Supply	Various	Construction of corporation yard emergency well is substantially complete, but permits are awaiting State approval. Two monitoring wells were installed at Flood School and Willow Oaks park in February to determine groundwater levels and assess sites for feasibility of a reservoir and/or well.	This project involves the development of up to three emergency standby wells to provide a secondary water supply in Menlo Park Municipal Water's lower zone service area. An emergency water supply would be needed in the event of an outage of the Hetch Hetchy system.	Tier 1	3	Yes	\$2,837,176	Water Fund		
55 Fire Flow Capacity Improvements	Design	Design of water line improvements on O'Brien Drive is underway.	This project involves the planning, design and implementation of water infrastructure improvements recommended in the Water System Master Plan to address fire flow capacity deficiencies identified throughout the Menlo Park Municipal Water service area.	Tier 1	All	Yes	\$600,000	Water Fund		
56 Reservoirs No. 1 and No. 2 Mixers	Design	Design is underway as part of Reservoir No. 2 Roof Replacement project.	This project funds the purchase and installation of solarpowered mixers for Reservoir #1 and Reservoir #2 to improve water quality.	Tier 2	5	Yes	\$98,908	Water Fund		
56 Reservoir No. 2 Roof Replacement	Design	Design is 90% complete. Anticipate bidding project in Q3 2021.	The project involves the replacement of the roof on Reservoir 2, which is deteriorating and at the end of its life expectancy. The replacement would ensure continued public health protection and system reliability.	Tier 2	5	Yes	\$4,596,870	Water Fund		
58 Urban Water Management Plan	Study/Plan	Work on the Plan is currently underway. Draft Plan is tentatively scheduled for City Council study session on April 13.	This project involves the preparation of Menlo Park Municipal Water's Urban Water Management Plan as required by the State. Due in 2021, the plan is developed every five years and assesses water supply and demand conditions.	Tier 2	All	Yes	\$124,162	Water Fund		
59 Water Main Replacement Project (Annual)	Various	Monte Rosa water line replacement was completed in 2020. Design of Haven Avenue water line replacement is 90% complete. Anticipate bidding project in Q3 2021.	This project is ongoing and focuses on the design and replacement of the City's aging water supply system to ensure continued public health protection and system reliability. Using a condition assessment based on pipe age, material, size and hazards, sections of the water system that are most vulnerable to failure are selected for replacement.	Tier 1	All	Yes	\$2,832,402	Water Fund		
							\$12,166,895			



MEMORANDUM

Date: 3/18/2021
To: City Manager
From: Public Works Director
Re: Pierce Rd sidewalk and San Mateo Dr bike route project expenditures

Per councilmember request at the February 23 City Council meeting, staff has compiled a summary of the project expenditures for the Pierce Road sidewalk and San Mateo Drive bike route installation project, as summarized in Table 1 below.

Table 1: Project expenditures to date	
Component	Construction cost
Pierce Road sidewalk gap closures	\$344,010
Coleman Avenue sidewalk gap closure	\$51,669
San Mateo Drive/Wallea Drive and Ringwood Avenue bike route markings	\$11,885
Subtotal	\$408,564

The application for grant funding for this project was authorized by the City Council¹ on December 5, 2017 to the San Mateo County Transportation Authority’s pedestrian and bicycle program. Five scope elements were included in the grant application, identified to include both bicycle and pedestrian project elements to maximize the potential to be awarded the grant funds:

1. Pierce Road sidewalk gap closures
2. Coleman Avenue sidewalk gap closures
3. San Mateo Drive/Wallea Drive and Ringwood Avenue bike route markings
4. Middle Avenue and Blake Street crosswalk enhancements
5. Middle Avenue and San Mateo Drive crosswalk enhancements

The grant request was for \$805,600, with a local match provided by the City of \$201,400 using Measure A funds. In addition, the City added \$200,000 in transportation impact fee funds in fiscal year 2019-20 to expand the scope of work along Pierce Road at Del Norte Avenue. The total project budget was \$1,206,800.

The first three scope components were bid in summer 2020, and a construction contract was approved by the Council² on August 25, 2020. The bid results came in low, at approximately 60 percent of the engineer’s estimate, which was likely due to a slow down in construction work due to the COVID-19 pandemic. The remaining scope items are currently in design.

¹ <https://www.menlopark.org/DocumentCenter/View/16110/G5---Transportation-Authority-Pedestrian-and-Bicycle-Program?bidId>

² <https://menlopark.org/DocumentCenter/View/25989/F7-20200825-CC-Agree-Golden-Bay-Construction-Pierce-Road-sidewalk-San-Mateo-Dr-bike-route>



MEMORANDUM

Date: 3/18/2021
To: City Manager
From: Public Works Director
Re: Grant funding summary and results of funding awards

Grant funding summary and results of awards	
Project name	Amount and Source
Pending applications	
SAFER Bay implementation	\$50 million FEMA Building Resilient Infrastructure and Communities
Notified, not awarded	
Middle Avenue Caltrain Crossing – Design/Construction	\$1,300,000 SMCTA Pedestrian and Bicycle Program ¹ \$10,000,000 Active Transportation Program
Willow Road/US 101 Interchange Landscaping – enhanced design	\$4,200,000 Urban Greening Program
Awarded	
Bedwell Bayfront Park Master Plan Implementation (entrance improvements)	\$520,000 Priority Conservation Area grant
Chrysler Pump Station	\$5,000,000 FEMA Hazard Mitigation Program
Oak Grove Safe Routes to School and Green Infrastructure Project	\$250,000 C/CAG Green infrastructure and SRTS program
Pierce Road Sidewalk and San Mateo Drive Bike Route Installation	\$805,600 SMCTA Pedestrian and Bicycle Program
Santa Cruz and Middle Avenues Resurfacing Project	\$600,000 One Bay Area Grant program
Bayfront Expressway, Marsh Road and Willow Road Adaptive Signal Installation	\$200,000 SMCTA Highway Program
Haven Avenue Streetscape Improvements	\$170,000 SMCTA Pedestrian and Bicycle Program
	\$300,000 Caltrans cooperative agreement
	\$374,000 C/CAG – AB1546 Regional congestion management funds
Middle Avenue Caltrain Crossing – Study	\$450,000 SMCTA Pedestrian and Bicycle Program
Willow Road/US 101 Interchange Landscaping – basic design	\$3,600,000 SMCTA Highway Program
Automated Meter Reading	\$500,000 Department of Water Resources
1 Funds from SMCTA were awarded contingent on securing funds from the Active Transportation Program, which were not awarded.	

Agenda item C3
Soody Tronson, Resident

Thank you for preparing this report and sharing some breakdowns. Looking at the Attachment B. Hyperlink – 2020-25 CIP, it is not clear (at least to a non-expert) what was the original approved budget, and when the budgets for various items are broken down per year, which part is new budget and which part is carry over.

It would be very useful to know, for each project, what are the initial budgets, additions (new funds), carryovers, etc.

This will provide a more complete understanding of how a project's cost/budget has remained same (or deviated) from initial.

Thank you.



CAPITAL IMPROVEMENT PLAN

March 23, 2021



CIP OVERVIEW

- 59 funded projects
- 26 received funding in FY20-21
- 7 categories
 - Buildings & systems
 - Environment
 - Parks & recreation
 - Stormwater
 - Streets & sidewalks
 - Traffic & transportation
 - Water system

- Programmatic categories: Parks (minor), Sports field renovations, Traffic signal modifications, etc.





COUNCIL DIRECTION REQUESTED

- Confirm proposed actions to address 2/23 City Council questions
- Confirm/modify scope modifications
- Provide direction on utilization of specialized funding sources
- Confirm/modify criteria to identify and prioritize projects





2/23 CITY COUNCIL QUESTIONS AND PROPOSED ACTIONS



1. Bifurcate project budgets based on location
2. Identify projects funded by development agreements or as environmental mitigation measures required as a result of development in the CIP
 - Incorporate 1 & 2 into draft 2021-26 CIP
3. Clarifying information about City design standards and construction details
 - Include funds in 21-22 to develop public-friendly document connecting guidelines/toolkit and details



Direction: confirm approach?

PROPOSED SCOPE MODIFICATIONS

- Gatehouse fence repair





PROPOSED SCOPE MODIFICATIONS

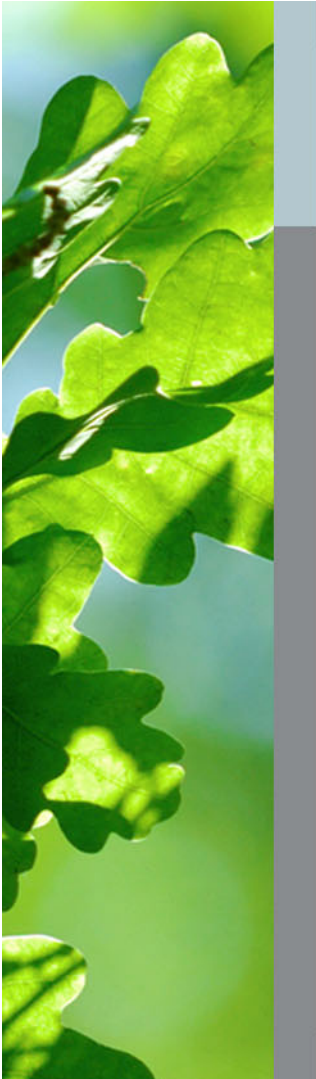
- Gatehouse fence repair
- Downtown utility undergrounding
- *Direction: confirm/modify scope modifications?*





FUNDING THE CIP

- General fund: annual transfer of approximately \$3m
- Other sources:
 - Grants
 - Dedicated sources: water, transportation impact, stormwater, solid waste, etc.
 - Development agreement community benefits (e.g., Downtown amenities fund)
- Prior fiscal years, surplus revenues at the end of the year used to pre-fund CIP projects for the following year:
 - Santa Cruz Avenue Sidewalks (Phase 1)
 - Chrysler Pump Station
 - Nealon Park Playground
 - Sharon Road Sidewalks
- *Direction: specialized funds used prior to general capital funds?*



TWO-STEP PRIORITIZATION PROCESS

- Public health and safety
- Protection of infrastructure
- Impacts on operating budget
- Capacity to deliver/impact other projects
- Economic development
- External requirements
- Population served
- Community/commission support
- Relationship to adopted plans (e.g., CAP)
- Cost/benefit
- Availability of financing





TWO-STEP PRIORITIZATION PROCESS

- Project execution prioritized into Tiers 1, 2, and 3:
 - Regulatory compliance
 - Public safety
 - Preservation of City assets
 - Improved efficiencies
 - Grant funding timelines
 - First in, first out
 - Available staffing

- *Direction: confirm/modify proposed criteria?*



PROJECT STATUS UPDATES

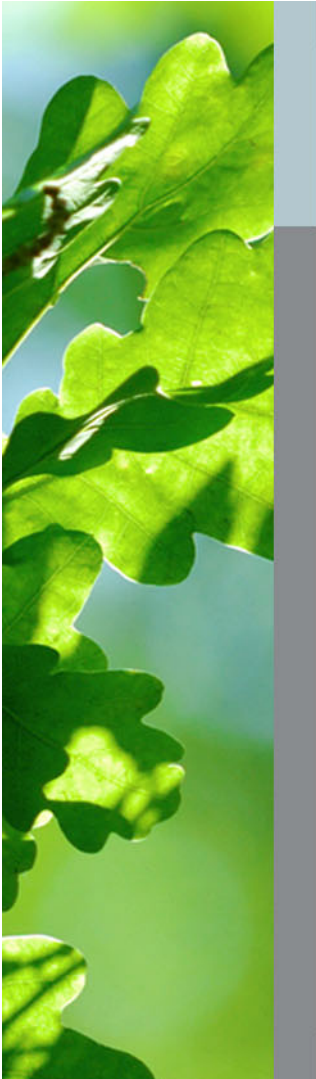
Status	Number	Percent
Done	5	8%
Construction	3	5%
Bid Award	4	7%
Design	21	36%
Other in progress	17	29%
On hold	5	8%
Not started	4	7%
Total	59	100%





COUNCIL DIRECTION REQUESTED

- Confirm proposed actions to address 2/23 City Council questions
- Confirm/modify scope modifications:
 - Gatehouse fence replacement project
 - Downtown utility undergrounding
- Provide direction on utilization of specialized funding sources
- Confirm/modify criteria to identify and prioritize projects



NEXT STEPS

- March 23: Council direction
- Staff to prepare draft 2021-2026 CIP
- City Council study sessions:
 - April 13: Paving program and rubberized pavement treatments
 - May 10: Review of parks projects and potential use of Measure T bonds
- May 7: Draft budget released
- June: City Council public hearing and adoption of 21-22 budget and 5-year CIP



THANK YOU

PROCLAMATION

DENOUNCING STIGMATIZATION, RACISM AND XENOPHOBIA AGAINST ASIAN AMERICANS AND PACIFIC ISLANDERS

WHEREAS, the Asian American Pacific Islander (AAPI) community has been affected by a sharp increase in violence, abhorrent acts of racism and stigmatization during the COVID-19 pandemic; and

WHEREAS, 3,795 incidents were received by the Stop AAPI Hate reporting center from March 19, 2020 to February 28, 2021, a figure that represents only a fraction of the number of hate incidents that actually occurred, but shows how vulnerable Asian Americans and Pacific Islanders are to discrimination, and the types of intolerance they face, which includes verbal harassment, shunning and physical assault; and

WHEREAS, on March 16, 2021, eight people were killed at three different spas in Georgia, six of whom were Asian American, in an act of racism and xenophobia, which further highlights the dangers facing AAPI community members; and

WHEREAS, many of those of Asian and Pacific Islander descent in our own community have shared that they have been victims of racial slurs and/or other acts of stigmatization; and

WHEREAS, the World Health Organization (WHO) states that stigmatized groups may be subjected to social avoidance or rejection, denials of healthcare, education, housing or employment, and physical violence; and

WHEREAS, the City of Menlo Park draws its strength from its diverse population, of which those of Asian or Pacific Islander descent represent over 15%, and has a duty to speak out against all forms of discrimination; and

WHEREAS, the City of Menlo Park stands united against hate and in support of its AAPI neighbors; and

NOW, THEREFORE, BE IT PROCLAIMED that I, Drew Combs, Mayor of Menlo Park, hereby denounce stigmatization, racism and xenophobia, against Asian Americans and Pacific Islanders.

DocuSigned by:

Drew Combs

5201D491340F4A3...

Drew Combs, Mayor
March 23, 2021

PROCLAMATION

EQUAL PAY DAY

WHEREAS, more than 50 years after the passage of the Equal Pay Act, women, especially minority women, continue to suffer the consequences of unequal pay; and

WHEREAS, according to the U.S. Census Bureau, women working full time, year round in 2020 typically earned 82 percent of what men earned, indicating little change or progress in pay equity; and

WHEREAS, according to Graduating to a Pay Gap, a 2012 research report by the American Association of University Women (AAUW), the gender pay gap is evident one year after college graduation, even after controlling for factors known to affect earnings, such as occupation, hours worked, and college major; and

WHEREAS, in 2009 the Lilly Ledbetter Fair Pay Act was signed into law, which gives back to employees their day in court to challenge a pay gap, and now we must pass the Paycheck Fairness Act, which would amend the Equal Pay Act by closing loopholes and improving the law's effectiveness; and

WHEREAS, according to one estimate, college-educated women working full time earn more than a half million dollars less than their male peers do over the course of a lifetime; and

WHEREAS, nearly four in 10 mothers are primary breadwinners in their households, and nearly two-thirds are primary or significant earners, making pay equity critical to families' economic security; and

WHEREAS, a lifetime of lower pay means women have less income to save for retirement and less income counted in a Social Security or pension benefit formula; and

WHEREAS, according to the AAUW Gender/Pay gap supplement, fair pay equity policies can be implemented simply and without undue costs or hardship in both the public and private sectors; and

WHEREAS, fair pay strengthens the security of families today and eases future retirement costs while enhancing the American economy; and

WHEREAS, Wednesday, March 24, symbolizes the time in 2021 when the wages paid to American women catch up to the wages paid to men from the previous year.

WHEREAS, Menlo Park, San Mateo County, CA urges its residents to recognize the full value of women's skills and significant contributions to the labor force and further encourages businesses to conduct an internal pay evaluation to ensure women are being paid fairly.

NOW, THEREFORE, BE IT PROCLAIMED I, Drew Combs, Mayor of the City of Menlo Park, hereby proclaim Wednesday, March 24, 2021, as Equal Pay Day.

DocuSigned by:

Drew Combs

Drew Combs, Mayor
February 23, 2021



SPECIAL MEETING MINUTES – DRAFT

Date: 3/1/2021
Time: 5:00 p.m.
Location: Teleconference

Closed Session (Teleconference)

A. Call To Order

Mayor Combs called the meeting to order at 5:01 p.m.

B. Roll Call

Present: Combs, Mueller, Nash, Taylor, Wolosin
Absent: None
Staff: City Manager Starla Jerome-Robinson, City Attorney Nira F. Doherty, Deputy City Manager Justin Murphy

C. Closed Session

C1. CONFERENCE WITH REAL PROPERTY NEGOTIATORS (Government Code §54956.8)

Property: 1283 Willow Road, Menlo Park

Agency negotiator: Starla Jerome-Robinson, Justin Murphy, Nira Doherty

Negotiating parties: Menlo Park Fire Protection District

Under negotiation: Price and terms of payment

Web form public comment received on item C1 (Attachment).

No reportable actions.

C2. CONFERENCE WITH REAL PROPERTY NEGOTIATORS (Government Code §54956.8)

Property: 1467 Chilco Street, Menlo Park

Agency negotiator: Starla Jerome-Robinson, Justin Murphy, Nira Doherty

Negotiating parties: Menlo Park Fire Protection District

Under negotiation: Price and terms of payment

No reportable actions.

C3. CONFERENCE WITH REAL PROPERTY NEGOTIATORS (Government Code §54956.8)

Property: 1165 Willow Road, Menlo Park

Agency negotiator: Starla Jerome-Robinson, Justin Murphy, Nira Doherty

Negotiating parties: Chung Ho Mou

Under negotiation: Price and terms of payment

No reportable actions.

C4. CONFERENCE WITH REAL PROPERTY NEGOTIATORS (Government Code §54956.8)

Property: 1169 Willow Road, Menlo Park

Agency negotiator: Starla Jerome-Robinson, Justin Murphy, Nira Doherty
Negotiating parties: Chung Ho Mou
Under negotiation: Price and terms of payment

No reportable actions.

C5. Significant exposure to litigation pursuant to paragraph (2) or (3) of subdivision (d) of Government Code §54956.9:
One case

The City Council will consider risks and agendaize an open session discussion on this matter to obtain public comment, after newly appointed Police Chief David Norris arrives to advise on potential reallocation of police services.

D. Adjournment

Mayor Combs adjourned the meeting at 6:03 p.m.

Judi A. Herren, City Clerk

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/publiccommentMarch1*
 - Record a comment or request a call-back when an agenda topic is under consideration:
Dial 650-474-5071*
- *Written and recorded public comments and call-back requests are accepted up to 1-hour before the meeting start time. Written and recorded messages are provided to the City Council at the appropriate time in their meeting. Recorded messages may be transcribed using a voice-to-text tool.

Note: City Council closed sessions are not broadcast online or on television and public participation is limited to the beginning of closed session.

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. 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).

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



REGULAR MEETING MINUTES – DRAFT

Date: 3/9/2021
Time: 5:00 p.m.
Location: Zoom.us/join – ID# 996 4500 2449

Regular Session (Zoom.us/join – ID# 996 4500 2449)

A. Call To Order

Mayor Combs called the meeting to order at 5:03 p.m.

B. Roll Call

Present: Combs, Mueller, Nash, Taylor, Wolosin
Absent: None
Staff: City Manager Starla Jerome-Robinson, City Attorney Nira F. Doherty, City Clerk Judi A. Herren

C. Report from Closed Session

Vice Mayor Nash reported out on item C5., Significant exposure to litigation pursuant to paragraph (2) or (3) of subdivision (d) of Government Code §54956.9: One case, on March 1, 2021, that the City Council will consider risks and agendize an open session discussion on this matter to obtain public comment, after newly appointed Police Chief David Norris arrives to advise on potential reallocation of police services.

D. Public Comment

- Elliot Krane spoke in support of adding quiet zones to the priorities list.
- Coralin Feierbach spoke in opposition of State control over local zoning control.
- Alison M. spoke in opposition to the city attorney appointment of the Burke, Williams & Sorensen, LLP firm.
- Nathan Reticker-Flynn spoke in support of adding quiet zones to the priorities list.
- Carrie A. Snyder spoke in support of adding quiet zones to the priorities list.
- David Wuertele spoke in support of adding quiet zones to the priorities list.

Mayor Combs advised public commenters speaking on quiet zones that their comment will be considered under agenda item G3.

E. Presentations and Proclamations

~~E1. Proclamation: Recognizing Kevin Murray (Attachment)~~

F. Consent Calendar

The City Council pulled items F2. and F3.

F1. Accept the City Council meeting minutes for February 12 and February 23, 2021 (Attachment)

ACTION: Motion and second (Mueller/ Combs), to accept the City Council meeting minutes for February 12 and February 23, 2021, with edits provided by City Councilmember Taylor, passed unanimously.

F2. Quarterly personnel report as of March 1 (Attachment)

The City Council received clarification on provisional appointments. The City Council discussed the community development department's headcount needs and traffic enforcement.

F3. Approve payment of \$99,652 to the county of San Mateo for participation in the fiscal year 2020-21 Office of Emergency Services joint powers agreement (Staff Report #21-052-CC)

Web form public comment received on item F3 (Attachment).

The City Council discussed a potential study session on emergency services and preparedness.

ACTION: Motion and second (Nash/ Taylor), to approve payment of \$99,652 to the county of San Mateo for participation in the fiscal year 2020-21 Office of Emergency Services joint powers agreement, passed unanimously.

G. Regular Business

G3. 2021 City Council priorities and work plan adoption (Staff Report #21-046-CC)

Public comment on item G3., will be limited to 1-minute per speaker.

Web form public comment received on item G3 (Attachment).

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

- Sue Connelly spoke in support of adding quiet zones to the priorities list.
- Scott Barnum spoke in support of adding quiet zones to the priorities list.
- Ed Farrell spoke in support of adding quiet zones to the priorities list.
- JoAnne spoke in support of adding quiet zones to the priorities list.
- Karen Grove spoke in support of retaining the Housing Element on the priorities list.
- Miles Kersten spoke in support of adding quiet zones to the priorities list.
- Matthew Norington spoke in support of adding quiet zones to the priorities list.
- Susannah Ragab spoke in support of adding quiet zones to the priorities list.
- Jenny Michel spoke in opposition of adding quiet zones to the priorities list and in support of affordable housing.
- Josie Gaillard spoke in support of climate action being prioritized.
- Tom Kabat spoke in support of climate action being prioritized.
- Marcy Abramowitz spoke in support of adding quiet zones to the priorities list.
- Lauren Bigelow spoke in support of affordable housing being prioritized.
- Danial and Alice Hom spoke in support of adding traffic calming initiatives on Willow Road to the priorities list.
- Pam Jones spoke in support of restoring library and community services staff and services.

Note - Comments received under agenda item D. regarding quiet zones added to City Council consideration of this agenda item.

The City Council took a recess at 6:14 p.m.

The City Council reconvened at 6:21 p.m.

The City Council received clarification on the Menlo Park SAFER Bay project in relation to bundling with the climate action plan, prioritizing the Climate Action Plan (CAP) Nos. 1, 3, 5, and 6 and related staff capacity and CARES Act (Coronavirus Aid, Relief, and Economic) funding. The City Council received updates on the short-term rental ordinance, accessory dwelling unit ordinance update, Santa Cruz Avenue closure and economic development initiatives and the racial equity baseline project (Givens). The City Council discussed the Menlo Park Community Campus (MPCC) resourcing and implementation of community taskforce or working group, transportation management association (TMA), and traffic calming as a comprehensive complete streets project Citywide.

The City Council directed staff to:

- Add Menlo Park SAFER Bay to CAP No. 6 on the priority list
- Retain 2022 Housing Element and related zoning code updates
- Retain MPCC
- Add the TMA association to CAP No. 4 on the priority list
- Retain Middle Avenue pedestrian and bicycle crossing
- Return as consent item the short-term rental ordinance and remove from the priority list
- Remove accessory dwelling unit ordinance update from the priority list but staff to fulfill obligations as time allows
- Retain ConnectMenlo community amenities list update
- Remove ECR/Downtown Specific Plan area housing development initiatives from the priority list and add it to the Housing Element
- Remove Development and environmental review process education series from the priorities list and add it to the Housing Element
- Retain Santa Cruz Avenue closure and economic development initiatives
- Add Middle Avenue traffic calming project as a complete street project and add to the undercrossing project
- Retain NLC Race, Equity, And Leadership program
- Retain CAP Nos. 1, 2, 3, 4, 5, and 6
- Remove “Ravenswood” from Caltrain grade separation study title

The City Council discussed the following potential priorities:

- Racial equity baseline project (Givens)
- Redistricting
- Directing the gas leaf blower ordinance to the Environmental Quality Commission
- Public Safety Commission (create and appoint)
- Hiring an independent engineer for the potential quiet zone
- Willow Roan traffic calming
- Combining all COVID-19 items and create a dedicated staff position
- Illegal dumping

- Downzoning commercial density in District 1
- Citywide traffic calming

The City Council directed City Manager Starla Jerome-Robinson to send a letter to the State Director of Health advocating for the Belle Haven neighborhood to be included in the 40 percent allocation

Recess

The City Council took a recess at 7:28 p.m.

The City Council reconvened at 7:56 p.m.

G. Regular Business – continued

- G1. Authorize initiation of a Proposition 218 notification process in preparation to adopt maximum rate increases for the next five years (fiscal years 2022 to 2026) at a public hearing on May 11 (Staff Report #21-056-CC) (Presentation)

Assistant Public Works Director Chris Lamm and Manager Alberto Morales of Black and Veatch Management Consulting, LLC made the presentation (Attachment).

The City Council received clarification on staff's recommendation, inclusion of future debt utilization for large capital improvements, interest rate type, pass through rate structure, and the tier impacts to residential and commercial users.

ACTION: Motion and second (Taylor/ Wolosin), to authorize initiation of a Proposition 218 notification process in preparation to adopt the three tier and surcharge transparency for the next five years (fiscal years 2022 to 2026) at a public hearing on May 11, passed unanimously.

- G2. Approve the Complete Streets Commission 2020-2021 work plan (Staff Report #21-054-CC)

The City Council continued item G2. to the March 23, 2021 meeting.

- G4. Direction on cost recovery policy (City Council Procedure #CC-10-001), library overdue fines and recreation user fees (Staff Report #21-050-CC) (Presentation)

The City Council continued item G4. to the March 23, 2021 meeting.

H. Informational Items

- H1. City Council agenda topics: March – April 2021 (Staff Report #21-049-CC)

- H2. Upcoming City Council consideration of objective criteria to guide facility reopening, service restoration, and reactivation of programs and events (Staff Report #21-051-CC)

City Councilmember Wolosin agreed to ask questions offline.

- H3. Temporary outdoor dining grant program update (Staff Report #21-053-CC)

Vice Mayor Nash noted communication with staff and city manager.

- H4. Belle Haven Neighborhood traffic management plan update and next steps (Staff Report #21-055-CC)

City Councilmember Taylor agreed to ask questions offline.

I. City Manager's Report

City Manager Starla Jerome-Robinson reported out on upcoming \$6.5 million stimulus package.

J. City Councilmember Reports

None.

K. Adjournment

Mayor Combs adjourned the meeting at 11 p.m.

Judi A. Herren, City Clerk

NOVEL CORONAVIRUS, COVID-19, EMERGENCY ADVISORY NOTICE

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

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- How to participate in the meeting
 - Submit a written comment online up to 1-hour before the meeting start time:
menlopark.org/publiccommentMarch9 *
 - Access the meeting real-time online at:
[Zoom.us/join](https://zoom.us/join) – Meeting ID 996 4500 2449
 - Access the meeting real-time via telephone at:
(669) 900-6833
Meeting ID 996 4500 2449
Press *9 to raise hand to speak

(670) Written and recorded public comments are accepted up to 1-hour before the meeting start time. Written and recorded messages are provided to the City Council at the appropriate time in their meeting. Recorded messages may be transcribed using a voice-to-text tool.

- Watch meeting:
 - Cable television subscriber in Menlo Park, East Palo Alto, Atherton, and Palo Alto:
Channel 26
 - Online:
menlopark.org/streaming

Note: City Council closed sessions are not broadcast online or on television and public participation is limited to the beginning of closed session.

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**STAFF REPORT****City Council**

Meeting Date: 3/23/2021
Staff Report Number: 21-060-CC

Consent Calendar: Approve Resolution No. 6618 updating the City's conflict of interest code

Recommendation

Staff recommends that the City Council adopt Resolution No. 6618 (Attachment A) updating the City's conflict of interest code.

Policy Issues

City Council adopts, by ordinance, reporting requirements of various financial interests that may present a conflict of interest for decision makers include public officials, governmental employees and consultants.

Background

The Political Reform Act requires every local government agency to review its conflict of interest code biennially. A conflict of interest code tells public officials, governmental employees, and consultants what financial interests they must disclose on their Statement of Economic Interests (Form 700.) Menlo Park's code requires disclosure of financial interests of certain employees, consultants and members of Boards and Commissions if these persons are likely to be involved in decision-making that could affect their own financial interests.

Analysis

Following the City Council's latest update to the Menlo Park Municipal Code, at the October 27, 2020 City Council meeting, the City Council directed staff to add any current or future advisory body created related to land use, real property, and the housing element to the Code. The adoption of Resolution No. 6618 immediately applies to the Complete Streets and Housing Commissions.

The City Council last amended the Menlo Park Conflict of Interest Code September 8, 2020, by Resolution No. 6549. State law requires every local governmental agency to periodically review its conflict of interest code to determine whether it is accurate and up-to-date.

The proposed amendments to the list of designated positions attached to Resolution No. 6618 include additions, deletions and renaming of positions in order to align with the City's current job classifications and duties.

Impact on City Resources

There is no impact on City resources.

Environmental Review

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

Public Notice

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

Attachments

A. Resolution No. 6618

Report prepared by:
Judi A. Herren, City Clerk

Report reviewed by:
Nira F. Doherty, City Attorney

RESOLUTION NO. 6618

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MENLO PARK AMENDING THE CITY'S CONFLICT OF INTEREST CODE FOR DESIGNATED EMPLOYEES, CONSULTANTS, BOARDS, AND COMMISSIONS OF THE CITY OF MENLO PARK

WHEREAS, provisions of the Political Reform Act require local agencies to adopt and promulgate conflict of interest codes; and

WHEREAS, the Fair Political Practices Commission (FPPC) has adopted a regulation, Title 2, Division 6, California Code of Regulations section 18730, which contains the terms of a model conflict of interest code which meets the requirements of the Political Reform Act; and

WHEREAS, Title 2 California Code of Regulations section 18730 has been incorporated by reference in the City's Conflict of Interest Code; and

WHEREAS, the City's Conflict of Interest Code also includes, Exhibit A – 2021 Conflict of Interest Code detailing the designated positions and disclosure categories; and

WHEREAS, said Exhibit contains the listing of designated positions and disclosure categories which have been reviewed, and this review has disclosed that they should be amended to reflect current conditions; and

WHEREAS, the City of Menlo Park has previously adopted Resolution No. 6549, adopting a conflict of interest code for various City employees, consultants, boards and commissions.

NOW, THEREFORE, BE IT RESOLVED that the terms of Title 2 California Code of Regulations Section 18730 and any amendments to it duly adopted by the FPPC shall, along with Exhibit A – 2020 Conflict of Interest Code for the City of Menlo Park, which are attached hereto incorporated herein by reference, in which members, employees, and consultants are designated and disclosure categories are set forth, constitute the Conflict of Interest Code of the City of Menlo Park; and

BE IT FURTHER RESOLVED that all designated members, employees, and consultants of the City of Menlo Park set forth on Exhibit A –2021 Conflict of Interest Code shall file statements of economic interest with the City Clerk of the City of Menlo Park; and

BE IT FURTHER RESOLVED that Resolution No. 6549 is repealed by the adoption of this resolution, which shall control over prior versions.

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I, Judi A. Herren, City Clerk of Menlo Park, do hereby certify that the above and foregoing City Council Resolution was duly and regularly passed and adopted at a meeting by said City Council on the twenty-third day of March, 2021, by the following votes:

AYES:

NOES:

ABSENT:

ABSTAIN:

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Official Seal of said City on this twenty-third day of March, 2021.

Judi A. Herren, City Clerk

APPENDIX
CONFLICT OF INTEREST CODE – 2021 UPDATE
DESIGNATED POSITIONS
AND DISCLOSURE OBLIGATIONS¹
PROPOSED ADOPTION MARCH 23, 2021

Acting/Assistant City Attorney
~~Advisory bodies related to land use, real property, and housing element~~
Assistant Administrative Services Director
Assistant City Manager
Assistant Community Development Director
Assistant Community Services Director
Assistant Library Services Director
Assistant Public Works Director
Assistant Public Works Director – Engineering
Assistant Public Works Director – Maintenance
Assistant Public Works Director – Transportation
Assistant to the City Manager
Associate Planner
Business Manager
City Clerk
Community Development Director
Deputy City Clerk
Deputy City Manager
Deputy Community Development Director – Housing
Economic Development Manager
Engineering Services Manager/City Engineer
Finance and Budget Manager
Housing and Economic Development Manager
Housing Manager
Human Resources Director
Human Resources Manager
Human Resources Technician
Information Technology Manager
Internal Services Manager
Library and Community Services Director
Library Services Manager
Management Analyst II
Network Administrator
Permit Manager
Police Chief
Police Commander
Principal Planner
Public Engagement Manager
Public Works Director
Public Works Superintendent
~~Public Works Supervisor~~—City Arborist
Public Works Supervisor – Facilities

¹ Positions covered under Government Code §87200 (City Council, Planning Commission, City Manager, City Attorney, and Administrative Services Director) are not covered by the local Conflict of Interest Code.

Public Works Supervisor – Fleet
Public Works Supervisor – Parks
Public Works Supervisor – Streets
Recreation Coordinator
Recreation Supervisor
Revenue and Claims Manager
Senior Civil Engineer
Senior Management Analyst
Senior Planner
Senior Project Manager
Senior Transportation Engineer
Sustainability Manager
Transportation Director
~~Water System Supervisor~~
Consultant/Contract employees
Chief ~~Water Operator—Menlo Park Municipal Water~~
Contract Planner
Transportation Consultant

Consultants:

An individual is a consultant if either of the following apply:

1. the person serves in a staff capacity with the agency and in that capacity performs the same or substantially all the same duties for the agency that would otherwise be performed by a person holding a position specified or that should be specified in the City's Conflict of Interest Code; or
2. the person makes a governmental decision listed in 2 CCR Section 19701(a)(2).

The city manager and/or the city attorney may determine in writing that a particular consultant is hired to perform a range of duties that are limited in scope and thus is not required to comply with the disclosure obligations in the conflict of interest code. Such written determination shall include a description of the consultant's duties and, based upon that description, a statement of the extent of disclosure requirements. The city manager's and/or the city attorney's determination is a public record and shall be retained for public inspection in the same manner and location as this conflict of interest code.

Disclosure obligations:

All designated employees and consultants required to file under the City of Menlo Park conflict of interest code must disclose in the following categories as defined by the FPPC:

- Investments (stocks, bonds and other interests)
- Investments, income and assets of business entities/trust
- Interests in real property
- Income, loans and business positions (Income other than gifts and travel payments)
- Income – gifts
- Travel payments, advances and reimbursements

Agenda item H2
Soody Tronson, Resident

Thank you for updating this requirement.

In listing of positions required to comply with this requirement, the footnote provides that positions covered under Government Code §87200 (City Council, Planning Commission, City Manager, City Attorney, and Administrative Services Director) are not covered by the local Conflict of Interest Code.

According to the Fair Political Practice Commission website (which is linked to from the MP website), every elected official and public employee who makes or influences governmental decisions is required to submit a Statement of Economic Interest, also known as the Form 700 (pursuant to Government Code §87200).

§87200, Subsection 87203. provides that "The Every person who holds an office specified in Section 87200 shall, each year at a time specified by commission regulations, file a statement disclosing his investments, his interests in real property and his income during the period since the previous statement filed under this section or Section 87202."

I observed the following issues when I checked the City of Menlo Park 2/26/2021, which brought to the City's attention:

- 1) Why are the completed forms not posted on the City's website (or linked to) (as stated on the City's own website) and residents are directed to to contact the City Clerk's Office in order to view them?
- 2) Menlo Park is not even listed on the California Fair Political Practices Commission (from which these statements can be viewed for some cities, such as Mountain View).
- 3) Why is Menlo Park website states that the form is only for elected officials ("Effective Jan. 1, 2013, the Fair Political Practices Commission requires city clerks who maintain a website to post a notification online related to Form 700 requirements for elected city officers.")? The Commission (FPPC) states that it is for: "Every elected official and public employee who makes or influences governmental decisions is required to submit a Statement of Economic Interest, also known as the Form 700." The MP website does not reference "key public employee" as those who are required to provide this form.

I appreciate your attention to this matter.

Soody Tronson



STAFF REPORT

City Council

Meeting Date: 3/23/2021

Staff Report Number: 21-061-CC

Consent Calendar: Receive and accept the 2020 housing element annual progress report and the annual housing successor report

Recommendation

Staff recommends that the City Council receive and accept the 2020 housing element annual progress report (APR) (Attachment A) and the annual housing successor report (Attachment B) and authorize the transmittal to the California Governor's Office of Planning and Research (OPR) and the California Department of Housing and Community Development (HCD.)

Policy Issues

California Government Code Section 65400 requires the preparation and submittal of the annual progress report to OPR and HCD. The annual progress report documents past housing-related activities and may identify the timing of upcoming activities, but does not authorize the implementation of programs or expenditure of funds.

Background

Every city and county in California is required to prepare an annual report on the status and progress of implementing the jurisdiction's adopted housing element for the 2015-2023 (Attachment C) planning period using forms and definitions adopted by the HCD. The APR is due by April 1 each year for the calendar year immediately preceding the April 1 reporting deadline. Therefore, this year's report evaluates the status of the implementation programs and housing production for the period between January 1 and December 31, 2020.

On March 3, 2021, the Housing Commission unanimously approved a recommendation for the City Council to accept the 2020 APR. The Housing Commission discussed multiple areas of the APR during their review. Those items included, but are not limited to the following:

- Importance of transit-oriented development;
- Highlighted the efforts of the City's Homeless Outreach Team;
- Production of very low- and low-income housing units as it relates to displacement and homelessness;
- Effects of the pandemic on housing and labor are still emerging;
- Suggested future analysis on how the jobs/housing imbalance has evolved in Menlo Park;
- Interested in more information on housing production pipeline, cognizant of the fact that some projects are not entitled and many factors may impact future production;
- Acknowledged production of above moderate-income housing is much higher than Regional Housing Needs Allocation (RHNA) target, which may impact affordable housing needs; and
- Emphasized Menlo Park's housing production helps to continue exemption from SB 35 requirements.

On March 8, 2021, the Planning Commission approved a recommendation for City Council to accept the 2020 APR by a vote of 4-0-3 (Barnes, Kennedy and Tate absent.) The Planning Commission discussed multiple areas of the APR during their review. Those items included, but are not limited to the following:

- Housing in Menlo Park should remain a high priority despite the City being on target with current housing element RHNA figures;
- Highlighted the next RHNA cycle figures are expected to increase greatly for Menlo Park and the City should continue to be proactive to support housing growth; and
- Commended the City for development practices that have drawn housing production to Menlo Park.

Analysis

The 2020 APR includes a status update of the housing element's implementation programs and an inventory of housing applications and production in the City for the 2020 calendar year. This staff report highlights several key accomplishments in 2020 and work items that will be continued in 2021 in more detail below. The APR is a document that reflects on the past year's efforts, and is not intended to establish work priorities for staff. Through the City Council's annual goal setting session, priorities are set for the upcoming year.

Activities and accomplishments

The following section highlights several of Menlo Park's activities and accomplishments during the 2020 APR reporting period.

Funding affordable housing

One of the primary purposes of the below market rate (BMR) housing program is to increase the supply and assist in the development of housing that is affordable to very low-, low-, and moderate-income households. Compliance with the City's BMR program can be met with the development of affordable units, the payment of in-lieu fees, or a combination of the two. The BMR housing fund is comprised primarily of commercial development in-lieu fees. Payment of BMR fees typically occurs before building permit issuance for a project, unless specific provisions are included as part of the BMR agreement.

Program H1.H (Utilize the City's Below Market Rate Housing Fund) requires the City to administer and advertise at least every two years the availability of funds in the BMR Housing Fund. The objective of the notice of funding availability (NOFA) is to support the acquisition, rehabilitation, preservation or new construction of housing that will provide long-term affordability. The funding is intended to fill the financing gap between projected total development costs and other available funding sources.

In 2019, the City Council approved the funding of \$6.7 million (Resolution No. 6489) for a 100 percent affordable, 140-unit project owned by MidPen Housing located on the 1300 block of Willow Road. Once the redeveloped site is completed the project will result in 58 net new BMR units. In 2020, MidPen Housing requested an increase in funding of approximately \$2.63 million to provide final gap financing for the project. The City Council approved the additional funding (Resolution No. 6587) in September 2020, which brought the City's total contribution for site redevelopment to approximately \$9.331 million. This total is separate from an existing City loan provided to MidPen Housing related to the initial purchase of the property in 1987.

On November 18, 2020, a NOFA of approximately \$10 million from the BMR housing fund was released to support the preservation or production of permanent affordable housing. The City received three proposals before the January 23, 2021 deadline. All applications were received from nonprofit housing organizations with a strong track record of assisting residents in Menlo Park and throughout San Mateo County. The

proposals are diverse and include property acquisition for affordable housing conversion, a home rehabilitation program and construction of BMR ownership units. Detailed information for each proposal will be included in the 2021 APR.

Homeless Outreach Team

In 2020, city staff has continued to lead and support the Menlo Park Homeless Outreach Team (Team), which consists of staff from the Housing Division, Police Department and community based organizations that provide homeless outreach and support services. City staff work closely with community-based organizations and the San Mateo County Human Services Agency to coordinate outreach and referral services, with the goal of ending homelessness in Menlo Park. The Team meets regularly to discuss case management, strategize coordinated outreach and intervention, streamline resources and prepare action plans for homeless individuals. In early 2020, the City Council formed a subcommittee to address high-risk health and safety concerns at a large homeless encampment populated by approximately 60 individuals in an area called the Ravenswood Triangle along Bayfront Expressway (State Route 84.) This effort involved multijurisdictional agencies coordinating an intensive effort to conduct outreach, remove debris and eventually the encampment over the course of several months. The population was reduced to 6 individuals as of early 2021. The City continued to support HEART, HIP Housing and other community-based organizations to support efforts to reduce homelessness and increase housing stability.

Senate Bill 2 (SB 2) planning grant program (PGP)

In December 2019, the City submitted an SB 2 planning grant application to the State of California HCD. The purpose of the PGP is to provide financial and technical assistance to local governments to update planning documents in an effort to increase housing production. The primary use of funds, identified in the application, included utilizing awarded funds to encourage the building of accessory dwelling units (ADU) and evaluating housing incentives and other tools for housing production in the El Camino Real/Downtown specific plan area, which assist the City in reaching its Regional Housing Needs Assessment/Allocation. In 2020, the City was awarded \$160,000 to fund identified projects, which is the maximum a jurisdiction can receive. As required by HCD, the City executed a standard agreement that entitles the City to reimbursement up to the grant amount approved for meeting deliverables outlined in the City's application.

Local Early Action Planning (LEAP) grant program

The LEAP grant program, established by HCD, provides one-time grant funding to cities and counties to update their planning documents and implement process improvements that will facilitate the acceleration of housing production and help local governments prepare for their 6th cycle RHNA much like the SB2 grant. By prioritizing planning activities that accelerate housing production, the State's funding is expected to assist in helping jurisdictions increase affordable housing and reduce homelessness. In December 2020, the City was awarded the maximum grant amount of \$150,000, which will be used to support work on the City's Housing Element update for the RHNA 6 cycle.

Housing production

As part of HCD's SB 35 Statewide determination summary, Menlo Park is one of only 30 jurisdictions in California that has met its pro-rated lower (very-low and low) and above-moderate income RHNA for the previous reporting period. This means that Menlo Park is not currently subject to provisions of SB 35 (Housing Accountability and Affordability Act), which was passed in 2017 and became effective January 1, 2018, and created a streamlined approval process for housing when a city is not meeting its RHNA.

In 2020, the City issued building permits for 256 net new dwelling units, which is approximately a 31 percent increase over the 2019 total (196 units.) Of those units, approximately 83 percent can be attributed to the 500 El Camino Real/Middle Plaza/Stanford mixed-use project (215 units) and 11 percent can be attributed to the mixed-use development under construction at 1540 El Camino Real (27 units.) A

majority of the remaining six percent of the building permits were for ADU (13 units), and only one net new single-family detached unit was issued a building permit as part of a new two-unit development in the R-2 district. The data shows a 225 percent increase in ADU building permits over the 2019 ADU building permits. The sharp increase is likely due to new state ADU laws becoming effective on January 1, 2020, which intended to streamline the approval of ADUs by relaxing applicable zoning requirements. The City Council passed an urgency ordinance on February 25, 2020, which updated the City’s existing ADU laws to comply with the state laws. While Table A2 of the APR form includes data on new housing units that have either received entitlements, a building permit, or a certificate of occupancy that was issued during the reporting period, only building permit issuance data is used for the purposes of determining progress toward RHNA (fields 7, 8 and 9.)

In 2020 the City Council and Planning Commission entitled 38 new units. However, several of these projects included demolition of existing units, resulting in 24 net new residential units, including 14 multi-family residential units, five ADUs, and five single-family dwelling units. Building permits have not been issued for these units. Beginning with the 2018 APR form, reporting on the number of entitled units in the year is required and helps provide a more complete picture of the housing pipeline in a jurisdiction. .

The APR form also includes a list of residential development applications that were submitted and also deemed complete in the calendar year. While a number of large housing projects or mixed-use developments are currently on file, they are not listed in Table A2 because they were not deemed complete in the same year. Table 1 below lists pending housing or mixed-use proposals of five or more units, and indicates whether the application was submitted under SB 330 (Housing Crisis Act of 2019) streamline guidelines.

Table 1: Pending housing and mixed-use projects of five or more units		
Property address (project name)	Number of proposed units	SB 330
111 Independence Drive	105	No
115 Independence Drive (Menlo Portal)	320	Yes
123 Independence Drive (Sobrato)	383	Yes
165 Jefferson Drive (Menlo Flats)	138	Yes
141 Jefferson Drive (Menlo Uptown)	483	Yes
Willow Village (Facebook)	1,729	No
1550 El Camino Real	8	No
Total	3,164	

While the City’s housing production during the first five years of the planning period has exceeded the City’s regional housing needs assessment of 655 units, the City continues to seek opportunities to increase housing production and will strive to meet its numbers for affordable housing. A key component of the general plan update adopted in December 2016 was the planning for an additional 4,500 units in the City. Since the adoption of the general plan update, the City has received multiple development applications for residential or mixed use developments in the Bayfront Area that total nearly 3,200 units.

All of the proposed projects, with 20 or more units, would be subject to the City's 15 percent BMR requirement, which is estimated to produce 473 BMR units.

Looking ahead

On August 18, 2020, the City Council unanimously supported the initiation of the housing element as one of its top five project priorities for fiscal year 2020-21. On November 10, 2020, the City Council amended the fiscal year 2020-21 budget by \$1.69 million for the housing element. In March 2021, an interview panel comprised of two City Councilmembers, two Planning Commissioners, one Housing Commissioner and two staff members interviewed consultant firms who will lead the City's 2023-2031 housing element update process. On March 23, 2021, the City Council is anticipated to review the selection of a recommended firm. The robust and complex nature of the housing element will consist of many components including public engagement, site identification to meet the City's anticipated 3,000-unit allocation, preparation of an environmental justice element, fiscal impact analysis and environmental impact report. Upon the selection of the lead consultant and contract authorization, the process will begin promptly to ensure the City meets the January 2023 deadline.

Despite adverse challenges felt across the City of Menlo Park during the COVID-19 pandemic, staff have strived to provide and uphold outstanding service to the community. The focus on housing production, preservation and protection remains a high priority. Staff will further work on 2020-initiated programs, including initiatives outlined and awarded in the SB2 and LEAP grants as well as supporting homeless services and housing stability. Staff will closely follow City Council's 2021 goal setting and work plan.

Annual housing successor report

As part of the 2011 Budget Act, the dissolution of California redevelopment agencies (RDA) took effect on February 1, 2012 and eliminated the use of property tax revenues as a funding source for affordable housing. In accordance with Senate Bill 341 (SB 341), passed in 2013, housing successor agencies of former RDAs must provide an annual report that details compliance with the expenditure limitations detailed in the state law. The report is required to be submitted to HCD annually by April 1, which is the same due date as the APR. The City of Menlo Park is identified as the successor agency to the former Menlo Park Redevelopment Agency.

For the fiscal year ending June 30, 2020, the low and moderate income housing asset fund had a cash balance of \$1,095,991 and a fund balance of \$6,424,028. The fund received \$24,189 from housing loans and \$161,138 for interest earned on cash in the fund.

The housing successor does not have any interests in real property acquired by the former redevelopment agency. The last remaining real property acquired by the former agency was sold in August 2013 and the proceeds were remitted to the County of San Mateo. The housing successor also does not have any remaining housing replacement or production obligations.

Impact on City Resources

There are no impacts to City resources besides the preparation of the report. Program implementation may have impacts to staffing resources and/or projects/priorities and will be considered as part of the City's annual capital improvement plan and budget process.

Environmental Review

The housing element annual report is not considered a project. Implementation of housing programs may

be subject to the California Environmental Quality Act (CEQA), and each program will be evaluated on a case-by-case basis.

Public Notice

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

Attachments

- A. 2020 housing element annual progress report
- B. Senate Bill 341 annual housing successor report
- C. Hyperlink – Adopted housing element for the 2015-2023 planning period:
menlopark.org/DocumentCenter/View/4329/Adopted-Housing-Element-2015-2023?bidId=

Report prepared by:

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Report reviewed by:

Deanna Chow, Assistant Community Development Director
Rhonda Coffman, Deputy Community Development Director - Housing

Jurisdiction	Menlo Park	
Reporting Year	2020	(Jan. 1 - Dec. 31)

ANNUAL ELEMENT PROGRESS REPORT Housing Element Implementation

Note: "+" indicates an optional field
Cells in grey contain auto-calculation formulas

(CCR Title 25 §6202)

Table A

Housing Development Applications Submitted																				
Project Identifier					Unit Types		Date Application Submitted	Proposed Units - Affordability by Household Incomes							Total Approved Units by Project	Total Disapproved Units by Project	Streamlining	Notes		
1					2	3	4	5							6	7	8	9	10	
Prior APN ⁺	Current APN	Street Address	Project Name ⁺	Local Jurisdiction Tracking ID ⁺	Unit Category (SFA,SFD,2 to 4,5+,ADU,MH)	Tenure R=Renter O=Owner	Date Application Submitted (see instructions)	Very Low-Income Deed Restricted	Very Low-Income Non Deed Restricted	Low-Income Deed Restricted	Low-Income Non Deed Restricted	Moderate-Income Deed Restricted	Moderate-Income Non Deed Restricted	Above Moderate-Income	Total PROPOSED Units by Project	Total APPROVED Units by project	Total DISAPPROVED Units by Project	Was APPLICATION SUBMITTED Pursuant to GC 65913.4(b)? (SB 35 Streamlining)	Notes ⁺	
Summary Row: Start Data Entry Below																				
	71301210	973 Roble Avenue		PLN2020-00018	ADU	R	9/15/2020	0	0	0	3	0	0	0	3	3	0	0	No	Second Unit (SU) affordability
	71175140	680 Lemon Street		PLN2020-00024	ADU	R	11/25/2020				1				1	1			No	Second Unit (SU) affordability
	62361050	333 Pope Street		PLN2020-00028	ADU	R	11/2/2020				1				1	1			No	Second Unit (SU) affordability

Jurisdiction	Menlo Park	
Reporting Year	2020	(Jan. 1 - Dec. 31)

ANNUAL ELEMENT PROGRESS REPORT
Housing Element Implementation
 (CCR Title 25 §6202)

This table is auto-populated once you enter your jurisdiction name and current year data. Past year information comes from previous APRs.
 Please contact HCD if your data is different than the material supplied here

Table B													
Regional Housing Needs Allocation Progress													
Permitted Units Issued by Affordability													
		1	2									3	4
Income Level		RHNA Allocation by Income Level	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Units to Date (all years)	Total Remaining RHNA by Income Level
Very Low	Deed Restricted	233	84	42								148	85
	Non-Deed Restricted		1	3	8	9	1						
Low	Deed Restricted	129	20		2	1	14	13				80	49
	Non-Deed Restricted		2	4	4	5	2	13					
Moderate	Deed Restricted	143										11	132
	Non-Deed Restricted				1	3	7						
Above Moderate		150	712	17	20	26	172	230				1177	
Total RHNA		655											
Total Units			819	66	35	44	196	256				1416	266

Note: units serving extremely low-income households are included in the very low-income permitted units totals
 Cells in grey contain auto-calculation formulas

Jurisdiction	Menlo Park	
Reporting Year	2020	(Jan. 1 - Dec. 31)

ANNUAL ELEMENT PROGRESS REPORT
Housing Element Implementation
 (CCR Title 25 §6202)

Note: "+" indicates an optional field
 Cells in grey contain auto-calculation formulas

Table C																	
Sites Identified or Rezoned to Accommodate Shortfall Housing Need																	
Project Identifier				Date of Rezone	RHNA Shortfall by Household Income Category				Type of Shortfall	Sites Description							
1				2	3				4	5	6	7	8		9	10	11
APN	Street Address	Project Name*	Local Jurisdiction Tracking ID*	Date of Rezone	Very Low-Income	Low-Income	Moderate-Income	Above Moderate-Income	Type of Shortfall	Parcel Size (Acres)	General Plan Designation	Zoning	Minimum Density Allowed	Maximum Density Allowed	Realistic Capacity	Vacant/Nonvacant	Description of Existing Uses
Summary Row: Start Data Entry Below																	

ANNUAL ELEMENT PROGRESS REPORT

Housing Element Implementation

(CCR Title 25 §6202)

Jurisdiction	Menlo Park		
Reporting Year	2020	(Jan. 1 - Dec. 31)	
Table D			
Program Implementation Status pursuant to GC Section 65583			
Housing Programs Progress Report			
Describe progress of all programs including local efforts to remove governmental constraints to the maintenance, improvement, and development of housing as identified in the housing element.			
1	2	3	4
Name of Program	Objective	Timeframe in H.E	Status of Program Implementation
H1.A Establish City Staff Work Priorities for Implementing Housing Element Programs	Establish staff priorities for implementing Housing Element Programs	Annually	This will be done annually as part of the annual Housing Element review.
H1.B Review the Housing Element Annually	Review and monitor Housing Element implementation; conduct public review with the Housing Commission, Planning Commission and City Council, and submit Annual Report to HCD	Annually	Annual review for the 2019 calendar year was accepted by the City Council on March 26, 2020 and submitted to HCD for review. Using forms provided by HCD, the 2020 annual review was completed by staff between January to February 2021, and public reviews were conducted by the Housing Commission, Planning Commission and City Council in March 2021.
H1.C Publicize Fair Housing Laws and Respond to Discrimination Complaints	Obtain and distribute materials (see Program H1.D)	Ongoing	Materials were available at the 1st floor counter located at Menlo Park City Hall and on the City's website. In 2020, fair housing and legal services referrals were provided by phone, email and in person. Fair housing and legal services information was updated and available on the City website.
H1.D Provide Information on Housing Programs	Obtain and distribute materials at public locations; conduct staff training	Annually	During the COVID-19 pandemic, staff primarily directed the public to the City's website in addition to assisting patrons via phone or email. Prior to the pandemic, materials were available at the 1st floor counter located at Menlo Park City Hall. In 2020, the Housing Commission conducted nine public meetings. Three meetings, during the months of January, February & March, were held in person; the remaining were virtual meetings as a result of the pandemic.

<p>H1.E Undertake Community Outreach When Implementing Housing Element Programs</p>	<p>Conduct community outreach and distribute materials (see Programs H1.C and 1H.D)</p>	<p>Consistent with program timelines</p>	<p>In 2020, materials and information were primarily available on the City's Web site. Housing Commission meetings are conducted monthly. The public may opt-in for an available email subscription to receive Housing Commission agendas and general updates. Additional public outreach is conducted based on program type. In 2020, the Housing Commission conducted nine public meetings. Agendas and notices are posted at City Hall and on the City's website.</p>
<p>H1.F Work with the San Mateo County Department of Housing</p>	<p>Coordinate with County efforts to maintain and support affordable housing</p>	<p>Ongoing</p>	<p>Continued participation and coordination has occurred as part of the countywide 21 Elements organization. Working with the County Department of Housing and other jurisdictions on housing-related topics such as accessory dwelling units and short-term rentals, and coordination in implementing Housing Element programs. The City continues to participate in the Home for All Learning Network and Community Convenings, all efforts that aim to support affordable housing.</p>
<p>H1.G Adopt an Anti-Discrimination Ordinance</p>	<p>Undertake Municipal Code amendment and ensure effective implementation of anti-discrimination policies and enforcement as needed</p>	<p>2016</p>	<p>Completed. On August 6, 2018, the City Council approved the Anti-Discrimination ordinance. The City will be considering additional ordinances to address housing challenges as part of its ongoing discussion about housing supply, affordable housing and displacement.</p>
<p>H1.H Utilize the City's Below Market Rate (BMR) Housing Fund</p>	<p>Accumulate and distribute funds for housing affordable to extremely low, very low, low and moderate income households</p>	<p>Ongoing</p>	<p>On September 15, 2020, City Council approved an increase in funding to MidPen Housing's 1300 Willow Road project to reach a total of \$9.331 million. This project was approved for \$6.7 million from the BMR housing fund in March 2019. On November 18, 2020, a Notice of Funding Availability (NOFA) of approximately \$10 million in BMR housing funds was released to support the preservation or production of permanent affordable housing. Qualified developers of affordable housing were permitted to submit proposals prior to the submission due date of January 22, 2021. The City received three proposals prior to the submission deadline. Proposals are under review, staff will describe the distribution of funds in the next annual progress report.</p>

H1.I Work with Non-Profits on Housing	Maintain a working relationship with non-profit housing sponsors	Ongoing	The tenant relocation assistance ordinance was passed by City Council in 2019. In addition, the Council approved the establishment of a community housing fund to be administered by local nonprofit, Samaritan House. In 2020, Samaritan House, with support from the City, has continued to offer financial assistance to lower income tenants experiencing hardships and/or potential displacement. The City has continued to assist MidPen Housing as they finalized funding sources for their 1300 Willow Road project, including the completion of their Affordable Housing and Sustainable Communities (AHSC) grant application preparation and submittal in early 2020. In September 2020, The City increased it's funding commitment by \$2.631 million for the 1300 Willow Road project to help MidPen Housing reach 100% funding. As part of the NOFA released in November 2020, the City intends to continue its support of strong partnerships with local non-profit housing organizations.
H1.J Update the Housing Element	Assure consistency with SB375 and Housing Element law	2023	Completed. The City Council adopted the 2015-2023 Housing Element on April 1, 2014, and was certified by HCD on April 16, 2014. The City was awarded both SB2 and a LEAP grant to assist with the preparation of the Housing Element for the RHNA 6 cycle. In December 2020, the City issued an RFQ for consultant services to preapre the Housing Element Update. The City continues to collaborate and participate in 21 Elements as part of the Housing Element Update process.
H1.K Address Rent Conflicts	Resolve rent conflicts as they arise	Ongoing	In November 2019, the City Council passed an urgency ordinance to enact state law AB 1482 locally prior to the January 1, 2020 effective date, enacting rent increase and just cause protections. Throughout 2020, the City has continued to be an informational resource for local tenants unfamiliar with new state laws. Informative material is available on the City's website, including contact information for free legal services.
H1.L Update Priority Procedures for Providing Water Service to Affordable Housing Developments	Comply with Government Code Section 65589.7	2015 and 2020 (as part of Urban Water Management Plan updates)	Program completed in February 2014. No additional work on this program is needed at this time.

<p>H1.M Lobby for Changes to State Housing Element Requirements</p>	<p>Work with other San Mateo County jurisdictions and lobby for modifications to Housing Element law (coordinate with Program H1.B)</p>	<p>Ongoing</p>	<p>In 2020, the City Council and staff have attended various meetings, mostly digitally, with legislators and other jurisdictions to provide input on proposed legislation. The City continues to participate with the 21 Elements to review, discuss, analyze and provide comment on various housing and planning related legislation.</p>
<p>H2.A Adopt Ordinance for "At Risk" Units</p>	<p>Protect existing affordable housing</p>	<p>2016</p>	<p>There are no "at risk" subsidized affordable units in Menlo Park at the current time. "At risk" units are those that appear to be in danger of conversion from subsidized housing units to market rents. In 2021, the City plans to exercise its right to purchase a BMR ownership unit, which had a sales term of only 90 days for the City to find a new, qualified BMR owner. The City's purchase will preserve the unit and allow the City to identify and sell the unit to a new BMR buyer outside the original 90 day sales term; new purchase agreements include an update resale term that gives the City 180 days to find a qualified buyer for potential resales.</p>
<p>H2.B Promote Energy Efficient/Renewable Programs</p>	<p>50 or more homes and businesses participating in a program</p>	<p>Establish policy and programs by 2017; Participation rate by 2022</p>	<p>As of 2021, 98% of residents and businesses are served by Peninsula Clean Energy (PCE) that provides greenhouse gas free (fossil fuel free) electricity to their homes and businesses. With the ECOplus service, at least 50% of the electricity provided by PCE comes from renewable sources, such as solar and wind, and none comes from coal and natural gas. Only 1.62% opted out of the program and went back to PG&E. Menlo Park continued to participate in regional energy efficiency/renewable energy regional programs, such as Home Energy Renovation Opportunity (HERO), GRID Alternatives, and Bay Area Regional Energy Network (BayREN). In 2018 and 2019 GRID Alternatives installed 14 solar arrays in the Belle Haven neighborhood. Within the past two years, the City Council approved a couple of progressive initiatives to capitalize on the greenhouse gas free electricity provided by PCE by: 1) Adopting an all-electric reach code requirement for all new construction (2019). 2) Adopted a 2030 climate action plan with the bold goal to reach carbon neutrality (zero emissions) by 2030. One of the first actions is to explore policy or program options to convert 95 percent of existing buildings to all-electric by 2030 (adopted 2020).</p>

H2.C Amend the Zoning Ordinance to Protect Existing Housing	Protect existing rental housing as part of infill implementation and other Zoning Ordinance changes	Consider as part of the City's General Plan Update (2014-2017)	The zoning ordinance efforts during the General Plan process focused on the creation of new housing in an area that previously did not allow residential uses. Staff recognizes that potential ordinance changes to limit the loss of residential units or the conversion of units can be strategies to maintain the City's housing stock. This is an ongoing item staff will evaluate along with other housing priorities.
H2.D Assist in Implementing Housing Rehabilitation Programs	Apply to the County for CDBG funds to provide loans to rehabilitate very low and low income housing (20 loans from 2015-2023)	2015-2023	The County has temporarily stopped administering the CDBG rehabilitation loan program, except in emergency situations. The City continues to service existing loans in the portfolio.
H3.A Zone for Emergency Shelter for the Homeless	Amend the Zoning Ordinance	2014; concurrent with RHNA 5 Housing Element Update	Completed. Ordinance adopted on April 29, 2014. Ordinance identifies the location of the overlay to allow an emergency shelter for the homeless for up to 16 beds as a use by right and includes standards consistent with State law as established in SB2.
H3.B Zone for Transitional and Supportive Housing	Amend the Zoning Ordinance	2014; concurrent with RHNA 5 Housing Element Update	Completed. Ordinance adopted on April 29, 2014 to update the definitions of transitional and supportive housing to be consistent with State law and adds transitional, supportive housing and small (6 or fewer) residential care facilities as part of the definition of a "dwelling" in the Zoning Ordinance so these uses are treated the same way as other residential uses as required by State law under SB2.
H3.C Adopt Procedures for Reasonable Accommodation	Amend the Zoning Ordinance and/or modify administrative procedures; create public handout	2014; concurrent with RHNA 5 Housing Element Update	Completed. Ordinance adopted April 29, 2014 to establish procedures, criteria and findings for enabling individuals with disabilities to make improvements and overcome barriers to their housing.
H3.D Encourage Rental Housing Assistance Programs	Provide assistance at current Section 8 funding levels to assist 220 extremely low and very low-income households per year (assumes continued funding of program)	2015-2023	There are approximately 248 housing vouchers issued for incorporated Menlo Park, which assist a total of 521 individuals. Of the total, 157 households include elderly or disabled persons and 86 are households with children.

H3.E Investigate Possible Multi-Jurisdictional Emergency Shelter	Coordinate in the construction of homeless facility (if determined feasible)	Longer term program as the opportunity arises	There are no plans for a specific facility at this time.
H3.F Assist in Providing Housing for Persons Living with Disabilities	Provide housing and services for disabled persons	Ongoing	Continued participation and coordination has occurred as part of the countywide 21 Elements organization. Working with the County Department of Housing and other jurisdictions on housing-related topics such as accessory dwelling units and short-term rentals. Participation in the County's Home For All initiative has continued and aims to identify housing needs for all sectors of the community. The City also supports the activities of local non-profit housing providers, such as HIP Housing, whom provide services for disabled persons.
H3.G Develop Incentives for Special Needs Housing	Amend the Zoning Ordinance to provide opportunities for housing and adequate support services for seniors and people living with disabilities	Consider as part of the City's General Plan Update (2014-2017)	The City's Affordable Housing Overlay (AHO), which was established in 2013, was applied to MidPen's 90-unit affordable, senior housing development. Along with financial incentives, the AHO provides density bonuses and a parking reduction for senior housing.
H3.H Continue Support for Countywide Homeless Programs	Support housing and services for the homeless and at-risk persons and families	Ongoing	In 2020, city staff has continued to lead and support the Menlo Park Homeless Outreach Team (Team), which consists of staff from the Housing Division, Police Department and community based organizations that provide homeless outreach and support services. City staff work closely with community based organizations and the San Mateo County Human Services Agency to coordinate outreach and referral services, with the goal of ending homelessness in Menlo Park. The Team meets regularly to discuss case management, strategize coordinated outreach and intervention, streamline resources and prepare action plans for homeless individuals. In early 2020 the City Council formed a subcommittee to address high risk health and safety concerns at a large homeless encampment populated by approximately 60 individuals in an area called the Ravenswood Triangle. This effort involved multijurisdictional agencies coordinating an intensive effort to conduct outreach, remove debris and eventually the encampment over the course of several months. The population was reduced to 6 individuals as of early 2021. The City continued to support HEART, HIP Housing and other community based organizations to support efforts to reduce homelessness and increase housing stability.

<p>H3.I Work with the Department of Veterans Affairs on Homeless Issues</p>	<p>Coordination in addressing the needs of the homeless</p>	<p>2014; ongoing thereafter</p>	<p>The Veteran Affairs Medical Center in Menlo Park awarded a project proposal to local non-profit housing developer, MidPen Housing. The City held initial meetings to assist in the support the project. As opportunities arise, staff will continue to work with the VA and non-profit housing partners.</p>
<p>H4.A Modify R-2 Zoning to Maximize Unit Potential</p>	<p>Amend the Zoning Ordinance to minimize underutilization of R-2 development potential</p>	<p>Consider as part of the City's General Plan Update (2014-2017)</p>	<p>Staff plan to revisit modifications to the R-2 in the future and assess the utilization of the allowed density for this zoning district.</p>
<p>H4.B Implement Inclusionary Housing Regulations</p>	<p>Implement requirements to assist in providing housing affordable to extremely low, very low, low and moderate income households in Menlo Park</p>	<p>Ongoing</p>	<p>On September 15, 2020, the City Council received an Inclusionary Housing Feasibility Analysis completed by BAE Urban Economics, Inc. and approved a resolution establishing a process for determining the affordable in-lieu fee for rental housing projects not providing some or all of their inclusionary housing requirements. This study also tested the feasibility of adding additional affordable housing requirements for new rental projects and provided analysis to inform the City's decisionmaking processes related to setting BMR in-lieu fees.</p>
<p>H4.C Modify BMR Guidelines</p>	<p>Amend the Zoning Ordinance to require affordable units in market rate developments</p>	<p>2015</p>	<p>The last revision to the BMR housing program guidelines was approved by Menlo Park City Council in 2018. As part of the Housing Commission's work plan, they will be evaluated changes to the BMR Guidelines. Staff expects there to be a revision in 2021.</p>

<p>H4.D Update the BMR Fee Nexus Study</p>	<p>Update to fees consistent with the nexus of potential impacts on affordable housing need</p>	<p>2015</p>	<p>BAE Urban Economics, Inc. completed their study known as the Inclusionary Housing Feasibility Analysis in 2020. The City commissioned BAE to study the following four scenarios: 1) Providing low income rental units (i.e., units affordable to households with incomes equal to or less than 80 percent of the Area Median Income or AMI) in compliance with the City's existing BMR Housing Program; 2) Providing 20 percent of units as low-income units; 3) Adding a small number of units reserved for households with moderate incomes (defined in this analysis as households with incomes equal to 120 percent of AMI) addition to meeting a 15 percent low-income requirement; and 4) Payment of an in-lieu fee that represents the "point of indifference," or the fee that would be equivalent in cost to providing affordable units on site, from the perspective of a developer. The City Council adopted a resolution establishing a process for determining the in-lieu fee for rental housing, which would be done on a case-by-case basis.</p>
<p>H4.E Modify Second Dwelling Unit Development Standards and Permit Process</p>	<p>Achieve Housing Element target for new second units (40 new secondary dwelling units between 2015-2023, with 5 per year) — 18 very low, 18 low and 4 moderate income second units.</p>	<p>2014; ongoing thereafter</p>	<p>In 2020, 13 building permits were issued for new secondary units. Given changes in state law effective January 1, 2020, an urgency ordinance was passed by City Council on February 25, 2020 to ensure the City's ordinance complies with state law. The assessment of additional adjustments to City regulations will be studied with the use of SB 2 funding grant.</p>
<p>H4.F Establish a Process and Standards to Allow the Conversion of Accessory Buildings and Structures to a Secondary Dwelling Unit</p>	<p>Adopt procedures and requirements to allow conversion of accessory structures and buildings (15 new secondary dwelling units — 6 very low income, 6 low income and 3 moderate income units)</p>	<p>2014; review the effectiveness of the ordinance in 2015</p>	<p>Of the 13 building permits issued for ADUs in 2020, six were for conversions of existing accessory buildings. In this case, a conversion may include complete demolition of the existing accessory building and reconstruction of the ADU in the same footprint. Given changes in state law effective January 1, 2020, an urgency ordinance was passed by City Council on February 25, 2020 to ensure the City's ordinance complies with state law. In 2019, the City submitted an SB 2 planning grant application for consideration, with a accessory dwelling unit ordinance amendment and secondary applicant navigation tools identified as the primary activities to be funded and implemented if awarded funds.</p>

<p>H4.G Implement First-Time Homebuyer Program</p>	<p>Provide referrals</p>	<p>2015-2023</p>	<p>The City is referring first time homebuyers to HEART of San Mateo County for down payment assistance since BMR funds are no longer available for this program. Information is available on the City's Housing webpage per Housing Programs H1.C and H1.D. The City continues to maintain a BMR ownership waitlist for other potential BMR unit sale and resale opportunities as they occur.</p>
<p>H4.H Work with Non-Profits and Property Owners on Housing Opportunity Sites</p>	<p>Identify incentives and procedures to facilitate development of housing affordable to extremely low, very low, low and moderate income households on higher density housing sites</p>	<p>Ongoing</p>	<p>On September 15, 2020, City Council approved an increase in funding to MidPen Housing's 1300 Willow Road project to reach a total of \$9.331 million. In March 2019, the City Council approved the abandonment of City owned right-of-way, which allows for a greater number of units for extremely low and very low income households to be developed on the 1300 Willow Road site. The City will continue to identify partnership opportunities that further the development of affordable units in Menlo Park.</p>
<p>H4.I Create Multi-Family and Residential Mixed Use Design Guidelines</p>	<p>Adopt design guidelines for multi-family and mixed use housing developments</p>	<p>Consider as part of the City's General Plan Update (2014-2017)</p>	<p>As part of the General Plan and M-2 Area Zoning Update, the City Council adopted the new R-MU (Residential Mixed Use) zoning district. The proposed zoning district includes design standards, which include a number of provisions addressing building modulation, height variation, site design, and open space requirements.</p>
<p>H4.J Consider Surplus City Owned Land for Housing</p>	<p>Identify opportunities for housing as they arise</p>	<p>Consider as part of the City's General Plan Update (2014-2017)</p>	<p>The City currently does not have surplus City-owned property available for housing, but could consider housing as opportunities arise.</p>
<p>H4.K Work with the Fire District</p>	<p>Undertake local amendments to the State Fire Code and approve City Council Resolution ratifying the Fire District's local amendments</p>	<p>2014 (in progress)</p>	<p>There have been no changes or updates to report during the 2020 reporting year. Menlo Park Fire District developed a draft ordinance to the 2019 Fire Code, which was approved by their board of directors in October 2019. The City Council approved a resolution ratifying the Fire District's amendments to the Fire Code in December 2019.</p>

<p>H4.L Coordinate with School Districts to Link Housing with School District Planning Activities</p>	<p>Coordinate and consider school districts long-range planning, resources and capacity in planning for housing</p>	<p>Ongoing with Housing Element program implementation. Consider as part of the City's General Plan Update (2014-2017)</p>	<p>City staff have continued to be in contact with local school districts to share information on new residential development proposals. Staff have also been participating in the Home for All effort to convene school districts throughout the county to help identify development opportunities and to support the process.</p>
<p>H4.M Review the Subdivision Ordinance</p>	<p>Modify the Subdivision Ordinance as needed</p>	<p>Consider as part of the City's General Plan Update (2014-2017)</p>	<p>No activity to date.</p>
<p>H4.N Create Opportunities for Mixed Use Development</p>	<p>Conduct study and establish regulations to allow housing in commercial zones</p>	<p>Consider as part of the City's General Plan Update (2014-2017)</p>	<p>As part of the General Plan and M-2 Area Update approval in December 2016, the Council adopted zoning amendments to the C-2-B zoning district to allow residential uses to create mixed-use opportunities in key areas along the Willow Road Corridor and created the R-MU zoning district. A number of properties that were previously zoned for commercial and industrial uses were rezoned with the new zoning district to create opportunities for higher density housing and mixed use developments. Consideration of the amended C-2-B and the new R-MU zoning districts will continue on an as-needed basis.</p>
<p>H4.O Review Transportation Impact Analysis Guidelines</p>	<p>Modify Transportation Impact Analysis (TIA) guidelines</p>	<p>Consider as part of the City's General Plan Update (2014-2017)</p>	<p>In December 2016, the City Council adopted a new Circulation Element, recognizing that work on the Transportation Master Plan (TMP) was a high priority. A consultant team was hired in 2017 to lead the TMP effort and an 11-member city-led Oversight and Outreach Committee (OOC) was formed to help guide the process. In 2019, the City Council added update of the TIA guidelines to their work plan. In early 2020, the City Council provided feedback on the approach to modify the TIA guidelines. An updated version of the TIA Guidelines was adopted by City Council on June 16, 2020. On November 17, the City Council adopted the Transportation Master Plan.</p>

H4.P Update Parking Stall and Driveway Design Guidelines	Modify Parking Stall and Driveway Design Guidelines	2014	In 2017, the City began a preliminary review of the parking stall and driveway design guidelines. Review of these guidelines is still underway.
H4.Q Achieve Long-Term Viability of Affordable Housing	Establish project management and other ongoing project coordination needs	As developments are proposed and ongoing thereafter	The City continues to contract the administration and retain the records of the ownership unit waiting list and rental interest list. In coordination with the owners, developers and/or property managers of BMR units, the City oversees marketing plans and tenant onboarding practices in addition to assisting with outreach to the BMR lists.
H4.R Modify Overnight Parking Requirements to include the R-4-S Zoning District	Modify Section 11.24.050 [Night Parking Prohibited] of the Municipal Code as needed	2014	In October 2015, the City Council approved the removal of on-street parking along the north side of Haven Avenue as part of the Haven Avenue Streetscape Project. Identified as housing opportunity sites in the Housing Element, two parcels along Haven Avenue were redeveloped with 540 multi-family residential units. The objective of the Haven Avenue Streetscape Project is to provide a direct connection for bicyclists and pedestrians between the Bay Trail and the City of Redwood City's bikeway and sidewalk network by constructing sidewalks and bicycle facilities along Haven Avenue. The removal of on-street parking is helping facilitate the enhanced multi-modal improvements along this corridor. Bike lanes along a portion of Haven Avenue have been installed. The City is working with Caltrans to complete the remaining portion by 2022-2023.
H4.S Explore Creation of a Transportation Management Association	Explore creation of a Transportation Management Association	Consider as part of the City's General Plan Update (2014-2017)	In April 2019, the City released a joint RFP with the City of Foster City to solicit bids from prospective firms to assist with TMA Feasibility Studies. Two independent contracts were awarded to Steer Group to conduct the studies, with the City of Menlo Park awarding Steer Group's contract in July 2019. The initial phase of work included data collection and analysis, along with stakeholder outreach and surveying. A progress report of the work conducted so far was presented to the City Council on February 25, 2020. On July 16, 2020, an options analysis was presented to the City Council and direction was given to further investigate the citywide and subregional TMA options. Although the original completion date of the feasibility study was July 2020, it has been pushed back to account for the COVID-19 pandemic changing commute patterns, along with the operational start of a subregional TMA, Manzanita Works, in November 2020. Now accounting for these latest regional updates, Steer Group will conduct a detailed analysis on the two options to identify how to structure a potential TMA. A draft Final Report is expected to be shared with the City Council and the Complete Streets Commission in April 2021. The Final Report and recommendation is anticipated to be presented to City Council in May 2021 for approval.

<p>H4.T Explore Pedestrian and Bicycle Improvements</p>	<p>Coordinate with Redwood City on potential pedestrian and bicycle improvements</p>	<p>Consider as part of the City's General Plan Update (2014-2017)</p>	<p>In November 2020, the City adopted the Transportation Master Plan that now serves as an update to the City's previous Sidewalk Master Plan and Comprehensive Bicycle Development Plan. The City was awarded a grant from the San Mateo County Transportation Authority (Measure A funds) to implement the Haven Avenue bicycle/pedestrian improvements. The improvements include new facilities to a key corridor that connects Menlo Park, San Mateo County and Redwood City. The project area includes Haven Avenue between Marsh Road and the Redwood City boundary, an area where several properties were recently rezoned to higher density housing. Through work on the Transportation Master Plan, improvements in the area has been identified. In addition, as part of the Menlo Gateway hotel and office project, pedestrian and bicycle improvements will be implemented. Bike lanes along a portion of Haven Avenue have been installed. The City is working with Caltrans to complete the remaining portion by 2022-2023. The City will be completing multiple grant funded bicycle/pedestrian improvements by winter 2021. These improvements include: new sidewalk facilities on Pierce Road, Coleman Avenue, and Oak Grove Avenue, and new bicycle facilities on San Mateo Drive and Ringwood Avenue. The City will be commencing the design and construction of a new sidewalk on the north side of Sharon Road between Altschul Ave and Alameda de las Pulgas</p>
<p>H1.E Undertake Community Outreach When Implementing Housing Element Programs</p>	<p>Conduct community outreach and distribute materials (see Programs H1.C and 1H.D)</p>	<p>Consistent with program timelines</p>	<p>Housing Commission meetings are conducted monthly. In 2020, the Housing Commission conducted nine meetings. Agendas and notices are posted at City Hall and on the City's website. Email notifications are also sent to interested parties. Additional outreach to is performed to targeted populations depending on program needs.</p>
<p>H1.I Work with Non-Profits on Housing</p>	<p>Maintain a working relationship with non-profit housing sponsors</p>	<p>Ongoing</p>	<p>As part of the 2020 NOFA, the City expects to continue it's support of non-profit housing organizations via \$10 million in available funding. In the past, the City worked closely with MidPen Housing on multiple projects that have preserved and/or increased affordable housing in Menlo Park. The City will continue to undertake outreach to non-profit housing sponsors throughout the 2015-2023 Housing Element period. Annual funding and support is provided to HIP Housing and the Housing Leadership Council.</p>

Jurisdiction	Menlo Park	
Reporting Period	2020	(Jan. 1 - Dec. 31)

ANNUAL ELEMENT PROGRESS REPORT
Housing Element Implementation
 (CCR Title 25 §6202)

Note: "+" indicates an optional field
 Cells in grey contain auto-calculation formulas

Table F

Units Rehabilitated, Preserved and Acquired for Alternative Adequate Sites pursuant to Government Code section 65583.1(c)

Please note this table is optional: The jurisdiction can use this table to report units that have been substantially rehabilitated, converted from non-affordable to affordable by acquisition, and preserved, including mobilehome park preservation, consistent with the standards set forth in Government Code section 65583.1, subdivision (c). Please note, motel, hotel, hostel rooms or other structures that are converted from non-residential to residential units pursuant to Government Code section 65583.1(c)(1)(D) are considered net-new housing units and must be reported in Table A2 and not reported in Table F.

Activity Type	Units that Do Not Count Towards RHNA ⁺ Listed for Informational Purposes Only				Units that Count Towards RHNA ⁺ Note - Because the statutory requirements severely limit what can be counted, please contact HCD to receive the password that will enable you to populate these fields.				The description should adequately document how each unit complies with subsection (c) of Government Code Section 65583.1 ⁺
	Extremely Low-Income ⁺	Very Low-Income ⁺	Low-Income ⁺	TOTAL UNITS ⁺	Extremely Low-Income ⁺	Very Low-Income ⁺	Low-Income ⁺	TOTAL UNITS ⁺	
Rehabilitation Activity									
Preservation of Units At-Risk									
Acquisition of Units									
Mobilehome Park Preservation									
Total Units by Income									

Jurisdiction	Menlo Park
Reporting Period	2020 (Jan. 1 - Dec. 31)

NOTE: This table must only be filled out if the housing element sites inventory contains a site which is or was owned by the reporting jurisdiction, and has been sold, leased, or otherwise disposed of during the reporting year.

Note: "+" indicates an optional field
Cells in grey contain auto-calculation formulas

**ANNUAL ELEMENT PROGRESS REPORT
Housing Element Implementation
(CCR Title 25 §6202)**

Table G						
Locally Owned Lands Included in the Housing Element Sites Inventory that have been sold, leased, or otherwise disposed of						
Project Identifier						
1				2	3	4
APN	Street Address	Project Name ⁺	Local Jurisdiction Tracking ID ⁺	Realistic Capacity Identified in the Housing Element	Entity to whom the site transferred	Intended Use for Site
Summary Row: Start Data Entry Below						

Jurisdiction	Menlo Park	
Reporting Year	2020	(Jan. 1 - Dec. 31)

Building Permits Issued by Affordability Summary		
Income Level		Current Year
Very Low	Deed Restricted	0
	Non-Deed Restricted	0
Low	Deed Restricted	13
	Non-Deed Restricted	13
Moderate	Deed Restricted	0
	Non-Deed Restricted	0
Above Moderate		230
Total Units		256

Note: Units serving extremely low-income households are included in the very low-income permitted units totals

Housing Applications Summary	
Total Housing Applications Submitted:	3
Number of Proposed Units in All Applications Received:	3
Total Housing Units Approved:	3
Total Housing Units Disapproved:	0

Use of SB 35 Streamlining Provisions	
Number of Applications for Streamlining	0
Number of Streamlining Applications Approved	0
Total Developments Approved with Streamlining	0
Total Units Constructed with Streamlining	0

Units Constructed - SB 35 Streamlining Permits			
Income	Rental	Ownership	Total
Very Low	0	0	0
Low	0	0	0
Moderate	0	0	0
Above Moderate	0	0	0
Total	0	0	0

Cells in grey contain auto-calculation formulas

Jurisdiction	Menlo Park
Reporting Year	2020 (Jan. 1 - Dec. 31)

ANNUAL ELEMENT PROGRESS REPORT
Local Early Action Planning (LEAP) Reporting
 (CCR Title 25 §6202)

Please update the status of the proposed uses listed in the entity's application for funding and the corresponding impact on housing within the region or jurisdiction, as applicable, categorized based on the eligible uses specified in Section 50515.02 or 50515.03, as applicable.

Total Award Amount	\$	-	<i>Total award amount is auto-populated based on amounts entered in rows 15-26.</i>
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Task	\$ Amount Awarded	\$ Cumulative Reimbursement Requested	Task Status	Other Funding	Notes

Summary of entitlements, building permits, and certificates of occupancy (auto-populated from Table A2)

Completed Entitlement Issued by Affordability Summary		
Income Level		Current Year
Very Low	Deed Restricted	0
	Non-Deed Restricted	0
Low	Deed Restricted	2
	Non-Deed Restricted	5
Moderate	Deed Restricted	1
	Non-Deed Restricted	0
Above Moderate		30
Total Units		38

Building Permits Issued by Affordability Summary		
Income Level		Current Year
Very Low	Deed Restricted	0
	Non-Deed Restricted	0
Low	Deed Restricted	13
	Non-Deed Restricted	13
Moderate	Deed Restricted	0
	Non-Deed Restricted	0
Above Moderate		230
Total Units		256

Certificate of Occupancy Issued by Affordability Summary		
Income Level		Current Year
Very Low	Deed Restricted	0
	Non-Deed Restricted	0
Low	Deed Restricted	2
	Non-Deed Restricted	7
Moderate	Deed Restricted	0
	Non-Deed Restricted	0
Above Moderate		31
Total Units		40



City of Menlo Park as Housing Successor for the
 former City of Menlo Park Redevelopment Agency
 701 Laurel Street, Menlo Park, CA 94025
 Telephone (650) 330-6640 www.menlopark.org

**SENATE BILL 341 ANNUAL HOUSING SUCCESSOR REPORT
 For the Fiscal Year ending June 30, 2020**

- 1) During the fiscal year, the Low and Moderate Income Housing Asset Fund received \$185,327 in amounts deposited. It received \$24,189 from housing loans and \$161,138 for interest earned on cash in the fund. There are no amounts deposited for items listed on the Recognized Obligation Payment Schedule.
- 2) At June 30, 2020, the Low and Moderate Income Housing Asset Fund had a cash balance of \$1,095,991 and a fund balance of \$6,424,028. There are no amounts held for items listed on the Recognized Obligation Payment Schedule.
- 3) During the fiscal year, the fund spent \$2,160 in combined expenditures to administer housing loans for preserving the long-term affordability of housing units.
- 4) Values as of June 30, 2020:

Real property -	\$0
Loans receivable -	<u>\$5,623,501</u>
Total -	\$5,623,501
- 5) There were no funds transferred during the fiscal year. The Low and Moderate Income Housing Asset Fund does not have any projects on the Recognized Obligation Payment Schedule and will not have any transfers into or out of the fund in the foreseeable future.
- 6) The Low and Moderate Income Housing Asset Fund does not have any projects for which the housing successor holds or receives property tax revenue pursuant to the Recognized Obligation Payment Schedule.
- 7) As of June 30, 2020, the Housing Successor does not have interests in real property acquired by the former redevelopment agency. The last remaining real property acquired by the former redevelopment agency was sold in August 2013 and the proceeds were remitted to the County of San Mateo.
- 8) As of June 30, 2020, the Housing Successor does not have any remaining obligations.

Senate Bill 341 Annual Housing Report, continued

- 9) With the limited funds, the Housing Successor is only providing maintenance on low and moderate income housing loans.
- 10) As of June 30, 2020, the Low and Moderate Income Housing Fund does not foresee any loan repayments.
- 11) The former redevelopment agency area does not contain any deed-restricted senior rental housing.
- 12) As of June 30, 2020, the Low and Moderate Income Housing Fund does not have any excess surplus.
- 13) As of June 30, 2020, the Low and Moderate Income Housing Fund has no inventory of homeownership units.

Agenda item H3 Soody Tronson, Resident

Dear Council

It is not uncommon for City governments to support certain bills introduced in the California assembly/senate, establishing their leadership in supportive progressive measures. Just recently on March 16th, the City of Oakland confirmed its support of a statewide single payer system by endorsing AB1400, also known as CalCare.

On February 2, 2021, Assemblymember Alex Lee (D-San Jose) introduced AB 387 which would establish Social Housing. This bill will significantly address our housing crisis by developing homes for the social benefit of all Californians, with the ultimate goal of housing as many people as possible of all incomes, social housing programs invest in affordable living costs and maintenance of properties. As a contrast to private developers, without an inherent need to turn a profit, investments can be made into maintenance of the buildings, grounds, and upgrades.

1) I urge the City of Menlo Park to establish its leadership in addressing the housing crisis by formally supporting AB 387.

2) The City currently, has at least 43 properties. What are the City's plans regarding these properties? Instead of selling them to a private developers and more office buildings and expensive housing, why not follow what we already did in providing housing for the Fire Department, and have these properties developed, with the City remaining as the owner?

While we wait for grander measures, the City is fully in a position to address the housing crisis by developing these income-producing properties.

Thank you. Soody Tronson

Dear Council ...

These action packed agendas leave no time for comprehensive review of all of the critical items that appear on today's agenda.

The items on housing alone (H3 + I2) are not only extremely important but also LONG. Would it not be more productive to have a meeting devoted to this item?

In reading these Staff reports, for the most part, I have to admit that I don't walk away with much (and as many of you know, I read, analyze, and write for a living).

In follow up to my other submitted online comment on H3, I have the following handful of comments just to the first few pages of item H3:

- How does the payment in-lieu of actually building low-income housing fees, help with creating housing? Some projects simply have paid \$250K not to deliver the identified number of units.

- Regardless of their incorporation status, there are no non-profit private developers.

- I thank the Menlo Park Homeless Outreach Team for all of their hard work. It would be great if we knew how many un-housed people has the Team actually helped get housing? I trust that our efforts are not like that of the City of Palo Alto where its idea of "compassionately supporting those who may be living in their vehicles" is to give them a pamphlet and a 72 hour police notice.

One of the outreach efforts involved removal of the encampment. According to the Staff Report, 54 of the 60 unhoused persons were removed in early 2021. To where were they removed? Has the outreach team kept track to where the unfortunate unhoused persons were moved to and where are they now?

- Has the City ever analyzed the impact (units build and people housed at the low-middle income levels) if it had itself had the properties developed instead of all the cost/fees paid to developers?

Thank you. Soody Tronson



STAFF REPORT

City Council Meeting Date: 3/23/2021
Staff Report Number: 21-058-CC

Consent Calendar: Adopt Resolution No. 6619 approving the final map for a condominium project located at 115 El Camino Real; accepting dedication of public service easements and right of way; authorizing the city clerk to sign the final map; and authorizing the city manager to sign the agreements required to implement the conditions of project approval

Recommendation

Staff recommends that the City Council adopt Resolution No. 6619 (Attachment A) approving the final map for a condominium project located at 115 El Camino Real; accepting dedication of public service easement (PSE) and right of way; authorizing the city clerk to sign the final map; and authorizing the city manager to sign the agreements required to implement the conditions of project approval.

Policy Issues

City Council action is required to approve final maps in accordance with Municipal Code 15.24.120. With the approval of the map, the City Council would also accept public easements and right of way dedications as identified on the map.

Background

On August 20, 2019, the City Council approved the architectural control and major subdivision (tentative map) for a new mixed-use development consisting of two commercial condominiums units and four residential condominiums units on a 0.214 acre site located at 115 El Camino Real (Attachment B.)

Analysis

The applicant, Ranjeet K and Vijay J Pancholy 2004 Revocable Trust, has submitted a final map for the proposed subdivision. The final map (Attachment C) is in substantial compliance with the tentative map approved by the City Council August 20, 2019, and all conditions required for approval of the final map have been met.

The proposed subdivision project is located in the SP-ECR/D (El Camino Real/Downtown Specific Plan) zoning district. A 12-foot wide sidewalk along the project frontages are required for development projects in said district. The final map includes a six-foot wide PSE along El Camino Real and a two-foot wide PSE along Harvard Avenue property frontages to accommodate the 12-foot sidewalk. The final map also includes 16 square feet of right of way dedication for roadway purposes. City Council action is required to approve the final map, accept all parcel of land offered for dedication for public use, authorize the city clerk to sign the final map, and authorize the city manager to sign the agreements required to implement the

conditions of project approval.

The project plans have been approved by the engineering division of the public works department. The applicant has entered into a completion of development improvements agreement (CDIA) with the City of Menlo Park (City) and provided a bond for the completion of the work subsequent to the recordation of the final map. The CDIA is an agreement between the applicant and the City that guarantees the construction of all public street improvements and requires a completion bond as a financial guarantee that all work will be completed. The CDIA and bonds are shown in Attachment D. Staff recommends the City Council authorize the city manager to sign the CDIA and other agreements required to implement the conditions of project approval.

Impact on City Resources

The staff time costs associated with the review and acceptance of the easement dedications and approval of the final map and the CDIA are fully recoverable through fees collected from the applicant.

Environmental Review

The proposed subdivision project is located within the SP-ECR/D zoning district and a final environmental impact report (EIR) was certified by the City Council in June 2012. The City Council reviewed the project August 20, 2019, and found the project to be within the scope of the project covered by the final EIR. No additional environmental review is required for the final map approval and acceptance of public easements.

Public Notice

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

Attachments

- A. Resolution No. 6619
- B. Hyperlink – August 20, 2019, City Council staff report: menlopark.org/DocumentCenter/View/22529/H1--20190820-115-El-Camino-Real
- C. Final map
- D. CDIA and bonds

Report prepared by:
Rambod Hakhamaneshi, Associate Civil Engineer

Report reviewed by:
Ebby Sohrabi, Senior Civil Engineer
Chris Lamm, Assistant Public Works Director

RESOLUTION NO. 6619

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MENLO PARK APPROVING THE FINAL MAP FOR A CONDOMINIUM PROJECT LOCATED AT 115 EL CAMINO REAL; ACCEPTING DEDICATION OF PUBLIC SERVICE EASEMENTS AND RIGHT OF WAY; AUTHORIZING THE CITY CLERK TO SIGN THE FINAL MAP; AND AUTHORIZING THE CITY MANAGER TO SIGN THE AGREEMENTS REQUIRED TO IMPLEMENT THE CONDITIONS OF PROJECT APPROVAL

WHEREAS, the City Council of the City of Menlo Park on August 20, 2019 approved the architectural control and major subdivision (tentative map) for a mixed-use development consisting of two commercial condominiums units for retail and four residential condominiums units on a 0.214-acre site located at 115 El Camino Real; and

WHEREAS, Project plans have been approved by the engineering division and all conditions of the final map have been met; and

WHEREAS, the final map for the condominium project located at 115 El Camino Real shows the dedication of public service easements and right of way.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Menlo Park that the City Council does hereby approve the final map for the condominium project at 115 El Camino Real; and

BE IT FURTHER RESOLVED that said Council hereby accepts the required dedication of Public Service Easements and Right of Way as shown on the final map; and

BE IT FURTHER RESOLVED that said City Council authorizes the City Clerk to sign the final map and authorizes the City Manager to sign the Completion of Development Improvements Agreement to implement conditions of project approval.

I, Judi A. Herren, City Clerk of Menlo Park, do hereby certify that the above and foregoing City Council Resolution was duly and regularly passed and adopted at a meeting by said City Council on the twenty-third day of March, 2021, by the following votes:

AYES:

NOES:

ABSENT:

ABSTAIN:

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Official Seal of said City on this twenty-third day of March, 2021.

Judi A. Herren, City Clerk

OWNER'S STATEMENT

WE HEREBY STATE THAT WE ARE THE OWNERS OF, OR HAVE SOME RIGHT, TITLE OR INTEREST IN AND TO THE REAL PROPERTY INCLUDED WITHIN THE SUBDIVISION SHOWN UPON THIS MAP, AND WE ARE THE ONLY PERSONS WHOSE CONSENT IS NECESSARY TO PASS CLEAR TITLE TO SAID PROPERTY, AND WE HEREBY CONSENT TO THE MAKING AND FILING OF SAID MAP AND SUBDIVISION AS SHOWN WITHIN THE DISTINCTIVE BORDERLINE, AND DOES HEREBY JOIN IN AND CONSENT TO THE EXECUTION OF THE FOREGOING:

WE HEREBY DEDICATE TO PUBLIC USE EASEMENTS FOR ANY AND ALL PUBLIC SERVICE UTILITIES INCLUDING SEWER MAINS, LATERALS, POLES, WIRES, CONDUITS, GAS, WATER, HEAT MAINS AND ALL APPURTENANCES TO THE ABOVE, UNDER, UPON OR OVER THOSE CERTAIN STRIPS OF LAND DESIGNATED AS P.S.E. (PUBLIC SERVICE EASEMENT). THE ABOVE PUBLIC SERVICE EASEMENTS TO BE KEPT OPEN AND FREE FROM BUILDINGS AND STRUCTURES OF ANY KIND EXCEPT PUBLIC SERVICE STRUCTURES, IRRIGATION SYSTEMS AND APPURTENANCES THERETO, LAWFUL FENCES AND ALL LAWFUL UNSUPPORTED ROOF OVERHANGS.

WE HEREBY DEDICATED THE LANDS IN FEE TO THE CITY OF MENLO PARK AS SHOWN IN DETAIL 'A' ON SHEET 2 OF 2 FOR ROADWAY & UTILITY PURPOSES.

RANJEET K. PANCHOLY AND VIJAY J. PANCHOLY TRUSTEES OF THE RANJEET K. PANCHOLY AND VIJAY PANCHOLY 2004 REVOCABLE TRUST

BY: R. K. Pancholy 2/10/21
 RANJEET K. PANCHOLY DATE
 BY: Vijay J. Pancholy 2/10/21
 VIJAY J. PANCHOLY DATE

OWNER'S ACKNOWLEDGEMENT

A NOTARY PUBLIC OR OTHER OFFICER COMPLETING THIS CERTIFICATE VERIFIES ONLY THE IDENTITY OF THE INDIVIDUAL WHO SIGNED THE DOCUMENT TO WHICH THIS CERTIFICATE IS ATTACHED, AND NOT THE TRUTHFULNESS, ACCURACY, OR VALIDITY OF THAT DOCUMENT.

STATE OF CALIFORNIA) S.S.

COUNTY OF Orange)

ON February 10, 2021, BEFORE ME Megha Vashi, Public notary NOTARY PUBLIC, PERSONALLY APPEARED Ranjeet Pancholy, Vijay Pancholy WHO PROVED TO ME ON THE BASIS OF SATISFACTORY EVIDENCE/ TO BE THE PERSON(S) WHOSE NAME(S) IS/ARE SUBSCRIBED TO THE WITHIN INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE/SHE EXECUTED THE SAME IN HIS AUTHORIZED CAPACITY(IES) AND THAT BY HIS/HER SIGNATURE ON THE INSTRUMENT THE PERSON(S) OR THE ENTITY UPON BEHALF OF WHICH THE PERSON(S) ACTED, EXECUTED THE INSTRUMENT.

I CERTIFY UNDER PENALTY OF PERJURY UNDER THE LAWS OF THE STATE OF CALIFORNIA THAT THE FOREGOING PARAGRAPH IS TRUE AND CORRECT.

WITNESS MY HAND:

SIGNATURE: Megha Vashi

NAME (PRINTED), NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE.
Megha Vashi

PRINCIPAL COUNTY OF BUSINESS: Orange

COMMISSION EXPIRES: 09/29/2022

COMMISSION # OF NOTARY: 2360632

CITY CLERK'S STATEMENT

I, JUDI HERREN, CITY CLERK AND EX-OFFICIO CLERK OF THE CITY COUNCIL OF MENLO PARK, STATE OF CALIFORNIA, HEREBY CERTIFY THAT SAID COUNCIL BY RESOLUTION ADOPTED AT A REGULAR MEETING ON THE ___ DAY OF ___ 20___ DID DULY APPROVE THE WITHIN MAP AND SUBDIVISION AND DID ACCEPT ON BEHALF OF THE PUBLIC, ALL PARCELS OF LAND AS OFFERED FOR DEDICATION FOR PUBLIC USE.

DATE: _____
 JUDI HERREN, CITY CLERK AND EX-OFFICIO CLERK OF THE CITY COUNCIL OF THE CITY OF MENLO PARK, CALIFORNIA

CITY ENGINEER'S STATEMENT

I HEREBY STATE THAT I HAVE EXAMINED THIS MAP AND HAVE FOUND THAT THE SUBDIVISION SHOWN HEREON IS SUBSTANTIALLY THE SAME AS IT APPEARED ON THE TENTATIVE MAP AND ANY APPROVED ALTERATIONS THEREOF; THAT THE MAP CONFORMS TO CHAPTER 2 OF THE SUBDIVISION MAP ACT; AND THAT THE MAP COMPLIES WITH LOCAL ORDINANCES APPLICABLE AT THE TIME OF APPROVAL OF THE TENTATIVE MAP.

DATE: _____
 CHRISTOPHER T. LAMM RCE 82461
 ASSISTANT PUBLIC WORKS DIRECTOR
 CITY OF MENLO PARK



CITY SURVEYOR'S STATEMENT

I, MICHAEL J. MIDDLETON, CITY SURVEYOR FOR THE CITY OF MENLO PARK, DO HEREBY STATE THAT I HAVE EXAMINED THIS MAP AND I AM SATISFIED THAT THE SURVEY DATA SHOWN THEREON IS TECHNICALLY CORRECT.

DATE: _____
 MICHAEL J. MIDDLETON, R.C.E. 29485
 CITY SURVEYOR, CITY OF MENLO PARK



SURVEYOR'S STATEMENT

THIS MAP WAS PREPARED BY ME OR UNDER MY DIRECTION AND IS BASED UPON A FIELD SURVEY IN CONFORMANCE WITH THE REQUIREMENTS OF THE SUBDIVISION MAP ACT AND LOCAL ORDINANCE AT THE REQUEST OF RANJEET K. PANCHOLY AND VIJAY J. PANCHOLY ON FEB. 10, 2020. I HEREBY STATE THAT THIS PARCEL MAP SUBSTANTIALLY CONFORMS TO THE APPROVED OR CONDITIONALLY APPROVED TENTATIVE MAP, IF ANY, AND THAT ALL THE MONUMENTS ARE OF THE CHARACTER AND OCCUPY THE POSITIONS INDICATED AND ARE SUFFICIENT TO ENABLE THE SURVEY TO BE RETRACED.

DATE: 2-09-2021
Greg Braze
 GREGORY F. BRAZE L.S./7623



COUNTY RECORDER'S STATEMENT

FILED THIS ___ DAY OF ___ 20___ AT ___ M, IN BOOK ___ OF MAPS, AT PAGES ___ AT THE REQUEST OF GREG BRAZE.

FILE NO.: _____ FEE: \$ _____

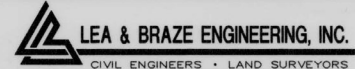
MARK CHURCH, SAN MATEO COUNTY RECORDER

BY: DEPUTY RECORDER

CERTIFICATE FOR DEDICATIONS

SUBDIVIDER: RANJEET K. PANCHOLY AND VIJAY PANCHOLY 2004 REVOCABLE TRUST
 DESCRIPTION: DEDICATION FOR ROADWAY AND UTILITY PURPOSES.
 THE CITY OF MENLO PARK SHALL RECONVEY THE PROPERTY TO THE ABOVE NAMED SUBDIVIDER, IF THE CITY MAKES A DETERMINATION PURSUANT TO SECTION 66477.5 OF THE SUBDIVISION MAP ACT, AS AMENDED JANUARY 1, 1993, THAT THE SAME PUBLIC PURPOSE FOR WHICH THE PROPERTY WAS DEDICATED DOES NOT EXIST, OR THE PROPERTY OR ANY PORTION THEREOF, IS NOT NEEDED FOR PUBLIC UTILITIES AS SPECIFIED IN SUBSECTION (C) OF SAID SECTION 66477.5.

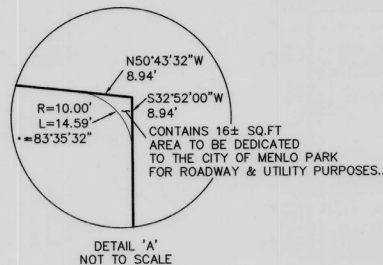
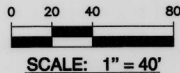
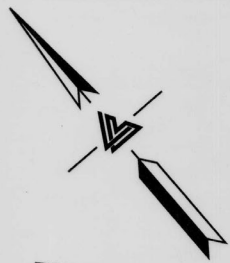
FINAL MAP
115 EL CAMINO REAL
 A SUBDIVISION FOR A 6-UNIT CONDOMINIUM PROJECT
 BEING A MERGER AND SUBDIVISION OF THE LANDS AS DESCRIBED IN DEED RECORDED JUNE 26, 2006, DOCUMENT NO. 2006-095176, BEING PORTIONS OF LOTS 2, 3 AND 4, IN BLOCK 8, AS SHOWN UPON THAT CERTAIN MAP FILED FOR RECORD IN BOOK 8 OF MAPS, AT PAGE 48, SAN MATEO COUNTY RECORDS.
 CONSISTING OF TWO (2) SHEETS
 CITY OF MENLO PARK SAN MATEO COUNTY CALIFORNIA
 JANUARY 2021



LEA & BRAZE ENGINEERING, INC.
 CIVIL ENGINEERS • LAND SURVEYORS
 2495 INDUSTRIAL PARKWAY WEST
 HAYWARD, CALIFORNIA 94545
 (510) 887-4086

JOB NO. 2180306CI/2180662SU

SHEET 1 OF 2



LEGEND

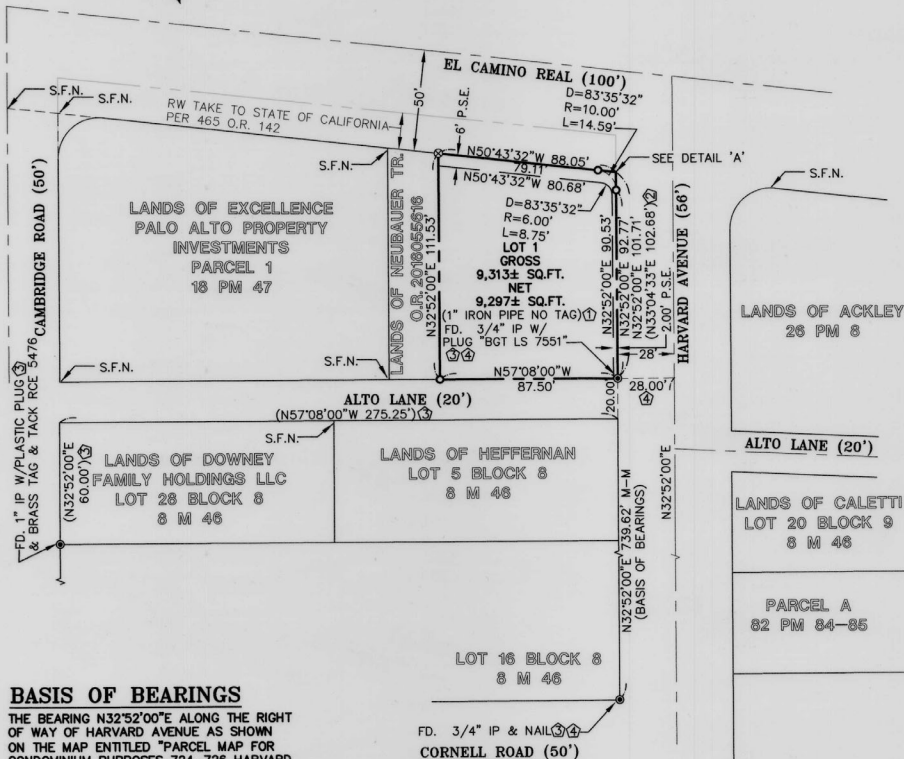
- ⊙ FOUND MONUMENT AS NOTED
 - SET 3/4" IRON PIPE, LS 7623
 - ⊙ SET NAIL & BRASS TAG, LS 7623
 - FD. FOUND
 - RW RIGHT OF WAY
 - M-M MONUMENT TO MONUMENT
 - S.F.N. SEARCHED FOUND NOTHING
-
- PROPERTY LINE
 - - - CENTERLINE
 - - - BOUNDARY LINE

NOTES:

1. LOT 1 TO BE DEVELOPED WITH SIX (6) CONDOMINIUM UNITS, 4 RESIDENTIAL AND 2 COMMERCIAL.
2. ALL DISTANCES ARE IN FEET AND DECIMALS THEREOF.

REFERENCES

- ① PARCEL MAP 18 P.M. 47
- ② PARCEL MAP 26 P.M. 8
- ③ PARCEL MAP 76 P.M. 58-59
- ④ PARCEL MAP 82 P.M. 84-85



BASIS OF BEARINGS

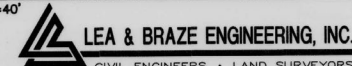
THE BEARING N32°52'00"E ALONG THE RIGHT OF WAY OF HARVARD AVENUE AS SHOWN ON THE MAP ENTITLED "PARCEL MAP FOR CONDOMINIUM PURPOSES 724-728 HARVARD AVENUE", FILED IN VOLUME 76 OF MAPS, AT PAGES 58-59, SAN MATEO COUNTY RECORDS IS THE BASIS OF ALL BEARINGS SHOWN UPON THIS MAP.

**FINAL MAP
115 EL CAMINO REAL**

A SUBDIVISION FOR A 6-UNIT CONDOMINIUM PROJECT

BEING A MERGER AND SUBDIVISION OF THE LANDS AS DESCRIBED IN DEED RECORDED JUNE 26, 2006, DOCUMENT NO. 2006-095176, BEING PORTIONS OF LOTS 2, 3 AND 4, IN BLOCK 8, AS SHOWN UPON THAT CERTAIN MAP FILED FOR RECORD IN BOOK 8 OF MAPS, AT PAGE 46, SAN MATEO COUNTY RECORDS. CONSISTING OF TWO (2) SHEETS

CITY OF MENLO PARK SAN MATEO COUNTY CALIFORNIA
SCALE: 1"=40' JANUARY 2021



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2495 INDUSTRIAL PARKWAY WEST
HAYWARD, CALIFORNIA 94545
(510) 887-4086

JOB NO. 2180306C/2180662SU

SHEET 2 OF 2

COMPLETION OF DEVELOPMENT IMPROVEMENTS AGREEMENT

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



Agreement #:

THIS AGREEMENT FOR COMPLETION OF DEVELOPMENT IMPROVEMENTS (this "Agreement"), made and entered into, in duplicate, this _____, by and between RANJEET K AND VIJAY J PANCHOLY 2004 REVOCABLE TRUST, hereinafter referred to as "Applicant" and CITY OF MENLO PARK, a municipal corporation, situated in the County of San Mateo, State of California, hereinafter referred to as "City".

WITNESSETH

WHEREAS, on August 20, 2019, the City Council conditionally approved Applicant's request for a major subdivision located at 115 El Camino Real, Project Number: PLN2018-00008 (the 'project') to create two commercial condominiums on the first floor and four residential condominiums on the second and third floors. The project location shown on Exhibit A attached hereto and made a part hereof entitled, "Project Location Map"; and

WHEREAS, a condition of said approval was the installation of development improvements as shown in the approved project plans.

NOW, THEREFORE, IT IS AGREED as follows:

1. Applicant agrees to furnish at his/her own expense all the labor, material, equipment and inspection services necessary to complete, no later than the earlier to occur of: (a) thirty six (36) months from the date of this Agreement, or (b) the City's issuance of the first temporary certificate of occupancy for the Project, all Development Improvements as set forth and described in the Plans and Specifications prepared for said improvements, in compliance with City Standards and to the satisfaction of the City Engineer.
2. Applicant further agrees to install where required a domestic water supply and fire protection system, and a sanitary sewage system, in compliance with the regulations and requirements of the respective utility or agency.
3. Applicant further agrees, while engaged in the work provided for in this Agreement, to place and maintain suitable safeguards sufficient to prevent injury to any persons and to indemnify, defend and save harmless the City, its officers, representatives, and employees from and against any and all claims for loss, injury or damage (the "claims") resulting from the prosecution of said work except to the extent the Claim arises out of the negligence or willful misconduct of the City. Applicant agrees to maintain comprehensive commercial general liability and property damage insurance naming the City, its officers, agents, and employees as additional insured in a combined single limit of \$2,000,000 for the death and injury of any persons in any one occurrence; and for property damage in any one occurrence. A certificate of said insurance policy shall be filed with the City.
4. Applicant further agrees, contemporaneously with the execution of this Agreement, to file with the City a faithful performance surety bond or other guarantee as reasonably approved by the City, in a sum equal to the City Engineer's estimated value of the total cost of said improvements, including engineering and contingencies as set forth on Exhibit B attached hereto and made a part herein, entitled "Engineer's Cost Estimate". Said surety bond shall require the faithful performance of the terms and conditions of this Agreement; and shall be in a form satisfactory to the City Attorney.
5. Applicant further agrees to correct all defects in design, workmanship and material actually appearing during the warranty period, which period shall be one (1) year after the date of

acceptance of the Development Improvements by the City Council, and to maintain said performance bond for the warranty period or to file with the City, prior to consideration of acceptance, a surety bond for the warranty period in a sum equal to at least fifty percent (50%) of said Engineer's Cost Estimate.

- 6. Applicant further agrees that when defects in design, workmanship, and materials actually appear during the warranty period and have been corrected (the "corrections"), the warranty period and surety bond shall automatically be extended for an additional year with respect to the Corrections only, to guarantee that such defects have been effectively corrected.
- 7. Applicant further agrees that should it fail to construct or complete the construction of any or all of said Development Improvements as herein provided, the City may complete or cause to be completed said Development Improvements and Applicant agrees to reimburse the City for any and all services such as labor and materials used, for completing said work, and the bonds herein mentions shall be security therefor.
- 8. City reserves the right, without the prior consent of Applicant, Applicant's surety, or any subsequent purchaser of property underlying or adjacent to said Development Improvements to:
 - (a) Extend the period of time during which Applicant shall be required to construct all or any part of said Development Improvements;
 - (b) Eliminate any Development improvements no longer deemed necessary, and to transfer or re-convey to Applicant any interest in real property no longer needed therefor;
 - (c) Exonerate or release Applicant's surety from all or any portion of its bond;
 - (d) Accept a substitute surety bond (personal or corporate) in exchange for or in lieu of the surety bond originally deposited by Applicant herein.
- 9. If the City is compelled to file litigation to enforce the terms and provisions of this Agreement or to collect on the bond, the prevailing party in such litigation shall be entitled to recover its reasonable attorney's fees and costs, whether such litigation is resolved by settlement or judgment.

IN WITNESS WHEREOF, Applicant and City have executed these presents by their respective officers, thereunto duly authorized the day and year first herein about written.

APPLICANT

Ranjeet K and Vijay J Pancholy

Ranjeet K and Vijay J Pancholy 2004 Revocable Trust

2/10/21

Date

RANJEET PANCHOLY

Name

TRUSTEE

Title

APPROVED AS TO FORM:

Cara E. Silver, Interim City Attorney

Date

CITY OF MENLO PARK:

Starla Jerome-Robinson, City Manager

Date

CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

A Notary Public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California)
County of Orange)

On February 10, 2021 before me, Megha Vashi, Notary Public, personally appeared Ranjit Pancholi, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature Megha

My Commission Expires: 09/29/2022

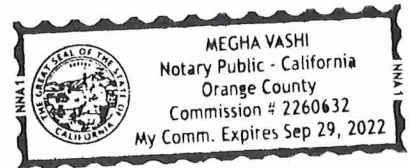


EXHIBIT A
PROJECT LOCATION MAP



EXHIBIT B
ENGINEER'S COST ESTIMATE

DESCRIPTION	QUANTITY	UNITS	COST	TOTAL
General				
Gas lines	40	LF	\$ 50.00	\$ 2,000.00
Joint Trench/Electric Lines	92	LF	\$ 50.00	\$ 4,600.00
ROADWAY				
Mobilization	1	LS	\$ 10,000.00	\$ 10,000.00
Traffic Control	1	LS	\$ 6,000.00	\$ 6,000.00
Erosion Control	1	LS	\$ 3,000.00	\$ 3,000.00
6" Curb & Gutter	211	LF	\$ 12.80	\$ 2,700.80
Concrete Driveway	53	SF	\$ 3.25	\$ 172.25
Concrete Sidewalk	385	SF	\$ 3.00	\$ 1,155.00
Sawcut Asphalt	209	LF	\$ 3.00	\$ 627.00
3" Grind and Overlay	7,665	SF	\$ 8.50	\$ 65,152.50
Signing & Striping	1	LS	\$ 5,000.00	\$ 5,000.00
Street Sign	6	EA	\$ 250.00	\$ 1,500.00
36" Truncated Domes at Ramp	24	SF	\$ 25.00	\$ 600.00
Street Lights	1	EA	\$ 1,900.00	\$ 1,900.00
STORM DRAINS				
12" RCP Storm Drain Line	16	LF	\$ 50.00	\$ 800.00
Curb Inlet	1	EA	\$ 1,500.00	\$ 1,500.00
Storm Drain Manhole (Std.)	1	EA	\$ 2,200.00	\$ 2,200.00
SANITARY SEWERS				
6" PVC Sanitary Sewer Line	27	LF	\$ 30.00	\$ 810.00
Sanitary Sewer Manhole	-	EA	\$ 2,200.00	\$ -
WATER SERVICE				
2" PVC C900 Water Line	20	LF	\$ 15.00	\$ 300.00
4" PVC C900 Water Line	9	LF	\$ 20.00	\$ 180.00
6" PVC C900 Water Line	-	LF	\$ 25.00	\$ -
Water Meter for 1" Service	20	LF	\$ 1,700.00	\$ 34,000.00
Fire Line Detector Check Valve	-	EA	\$ 1,500.00	\$ -
Abandonment of (E) copper service	-	LF	\$ 3.00	\$ -
Irrigation Backflow Preventor	-	EA	\$ 1,000.00	\$ -
MISCELLANEOUS				
Tree Wells	5	EA	\$ 1,000.00	\$ 5,000.00
Monuments	-	EA	\$ 300.00	\$ -



ESTIMATE AMOUNT	\$ 149,197.55
------------------------	----------------------

10% CONTINGENCIES + 8% Engineering	\$ 26,855.56
Faithful Performance Bond	\$ 176,052.00
Warranty Bond	\$ 88,026.00

Job# 2180306

Bond No. 4440285

Premium \$4,021.00

FAITHFUL PERFORMANCE BOND

WHEREAS, the CITY OF MENLO PARK, a municipal corporation of the State of California ("City"), and **Ranjeet K and Vijay J Pancholy 2004 Revocable Trust**, as principal ("Principal") have entered into an agreement entitled **AGREEMENT FOR COMPLETION OF DEVELOPMENT IMPROVEMENTS**, incorporated herein by reference and referred to as the "Contract," which requires Principal to install and complete certain designated public improvements; and,

WHEREAS, under the terms of the Contract and prior to commencing any work under the Contract, Principal is required to furnish a bond to City for faithful performance of the Contract. 115 El Camino Real, Project Number: PLN2018-00008

NOW, THEREFORE, we the Principal and SureTec Insurance Company, a corporation duly authorized and admitted to transact business and issue surety bonds in the State of California ("Surety"), are held firmly bound unto the City in the sum of **One Hundred and Seventy Six Thousand Fifty two Dollars (\$176,052.00)**, for the payment of which sum well and truly to be made, we the Principal and Surety bind ourselves, our heirs, executors, administrators, successors and assigns, jointly and severally.

The condition of this obligation is such that, if the Principal, Principal's heirs, executors, administrators, successors, or assigns shall in all things stand to and abide by, and well and truly keep and perform all covenants, conditions, and agreements required to be kept and performed by Principal in the Contract and any changes, additions, or alterations made thereto, to be kept and performed at the time and in the manner therein specified, and in all respects according to their true intent and meanings, and shall indemnify and save harmless City, its officers, employees, and agents, as therein provided, then this obligation shall be null and void; otherwise, it shall be and remain in full force and effect.

As a part of the obligation secured hereby and in addition to the sum specified above, there shall be included all costs, expenses, and fees, including attorney's fees, reasonably incurred by City in successfully enforcing such obligation, all to be taxed as costs and included in any judgment rendered.

The Surety, for value received, hereby stipulates and agrees that no change, extension of time, alteration, or addition to the terms of the Contract or to the work to be performed thereunder or to the specifications accompanying the same shall in any way affect its obligations on this bond, and it does hereby waive notice of any such change, extension, alteration, or addition.

IN WITNESS WHEREOF, this instrument has been duly executed by authorized representatives of the Principal and Surety. SIGNED AND SEALED on February 4, 2020-
2021

PRINCIPAL:

SURETY:

**Ranjeet K and Vijay J Pancholy 2004
Revocable Trust**

SureTec Insurance Company

(Principal name)

(Seal) (Surety name)

BY: R. Pancholy
(Signature)

BY: _____
(Signature) Gregory D. McCartney, Attorney-in-Fact

RANJEET PANCHOLY, TRUSTEE
(Print name and title)

Gregory D. McCartney, Attorney-in-Fact
(Print name and title)

Principal address and telephone:
8 Sandpiper Street
Irvine, CA 92604
(408) 930-2336

Surety address and telephone:
3131 Camino del Rio N., Suite 1450
San Diego, CA 92108
(800) 400-4101

**Affix Corporate Seals
Attach Notary Acknowledgments for All Signatures
Attach Power-of-Attorney if executed by Attorney-in-Fact**

CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

A Notary Public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California)
County of San Mateo)

On February 4, 2021 before me, Deborah M. Knipp, Notary Public, personally appeared Gregory D. McCartney, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature Deborah M. Knipp



My Commission Expires: May 26, 2024

Bond No. 4440285
Premium Included

DEFECTIVE MATERIALS AND WORKMANSHIP (WARRANTY) BOND

WHEREAS, the CITY OF MENLO PARK, a municipal corporation of the State of California ("City") and **Ranjeet K and Vijay J Pancholy 2004 Revocable Trust**, as principal ("Principal") have entered into an agreement entitled **AGREEMENT FOR COMPLETION OF DEVELOPMENT IMPROVEMENTS**, incorporated herein by reference and referred to as the "Contract," which requires Principal to install and complete certain designated public improvements; and,

WHEREAS, under the terms of the Contract, Principal is required to furnish a bond to City to make good and protect the City against the results of any work or labor done or materials or equipment furnished which are defective or not in accordance with the terms of the Contract having been used or incorporated in any part of the work so contracted for, which shall have appeared or been discovered, within the period of one (1) year from and after the completion and final acceptance of the work done under the Contract. 115 El Camino Real, Project Number: PLN2018-00008

NOW, THEREFORE, we the Principal and SureTec Insurance Company, a corporation duly authorized and admitted to transact business and issue surety bonds in the State of California ("Surety"), are held firmly bound unto the City in the sum of **Eighty Eight Thousand Twenty Six Dollars (\$88,026.00)**, for the payment of which sum well and truly to be made, we the Principal and Surety bind ourselves, our heirs, executors, administrators, successors and assigns, jointly and severally.

The condition of this obligation is such that, if the Principal shall well and truly make good and protect the City against the results of any work or labor done or materials or equipment furnished which are defective or not in accordance with the terms of the Contract having been used or incorporated in any part of the work performed under the Contract, which shall have appeared or been discovered within said one-year period from and after completion of all work under the Contract and final

acceptance by City of said work, then this obligation shall be null and void; otherwise, it shall be and remain in full force and effect.

The Surety, for value received, hereby stipulates and agrees that no change, extension of time, alteration or addition to the terms of the Contract or to the work to be performed thereunder or the specifications accompanying the same shall in any way affect its obligations on this bond, and it does hereby waive notice of any change, extension of time, alteration or addition.

IN WITNESS WHEREOF, this instrument has been duly executed by authorized representatives of the Principal and Surety. SIGNED AND SEALED on

February 4, ~~2020~~
2021

PRINCIPAL:

**Ranjeet K and Vijay J Pancholy 2004
Revocable Trust**

(Principal name)

BY: R. Pancholy
(Signature)

RANJEET PANCHOLY, TRUSTEE
(Print name and title)

SURETY:

SureTec Insurance Company

(Seal) (Surety name)

BY: Gregory D. McCartney
(Signature) Gregory D. McCartney, Attorney-in-Fact

Gregory D. McCartney, Attorney-in-Fact
(Print name and title)

Principal address and telephone:
8 Sandpiper Street
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3131 Camino del Rio N, Suite 1450
San Diego, CA 92108
(800) 288-0351

**Affix Corporate Seals
Attach Notary Acknowledgments for All Signatures
Attach Power-of-Authority if executed by Attorney-in-Fact**

CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

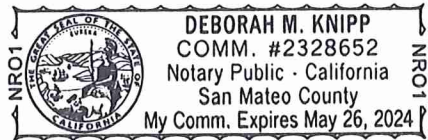
A Notary Public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California)
County of San Mateo)

On February 4, 2021 before me, Deborah M. Knipp, Notary Public, personally appeared Gregory D. McCartney, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.



Signature Deborah M. Knipp

My Commission Expires: May 26, 2024

SureTec Insurance Company

LIMITED POWER OF ATTORNEY

Know All Men by These Presents, That SURETEC INSURANCE COMPANY (the "Company"), a corporation duly organized and existing under the laws of the State of Texas, and having its principal office in Houston, Harris County, Texas, does by these presents make, constitute and appoint

Mary Baez, Gregory D. McCartney, Sylvia McGovern

its true and lawful Attorney-in-fact, with full power and authority hereby conferred in its name, place and stead, to execute, acknowledge and deliver any and all bonds, recognizances, undertakings or other instruments or contracts of suretyship to include waivers to the conditions of contracts and consents of surety for, providing the bond penalty does not exceed

Fifteen Million and 00/100 Dollars (\$15,000,000.00)

and to bind the Company thereby as fully and to the same extent as if such bond were signed by the CEO, sealed with the corporate seal of the Company and duly attested by its Secretary, hereby ratifying and confirming all that the said Attorney-in-Fact may do in the premises. Said appointment is made under and by authority of the following resolutions of the Board of Directors of the SureTec Insurance Company:

Be it Resolved, that the President, any Vice-President, any Assistant Vice-President, any Secretary or any Assistant Secretary shall be and is hereby vested with full power and authority to appoint any one or more suitable persons as Attorney(s)-in-Fact to represent and act for and on behalf of the Company subject to the following provisions:

Attorney-in-Fact may be given full power and authority for and in the name of and of behalf of the Company, to execute, acknowledge and deliver, any and all bonds, recognizances, contracts, agreements or indemnity and other conditional or obligatory undertakings and any and all notices and documents canceling or terminating the Company's liability thereunder, and any such instruments so executed by any such Attorney-in-Fact shall be binding upon the Company as if signed by the President and sealed and effected by the Corporate Secretary.

Be it Resolved, that the signature of any authorized officer and seal of the Company heretofore or hereafter affixed to any power of attorney or any certificate relating thereto by facsimile, and any power of attorney or certificate bearing facsimile signature or facsimile seal shall be valid and binding upon the Company with respect to any bond or undertaking to which it is attached. (Adopted at a meeting held on 20th of April, 1999.)

In Witness Whereof, SURETEC INSURANCE COMPANY has caused these presents to be signed by its CEO, and its corporate seal to be hereto affixed this 1st day of May, A.D. 2018.

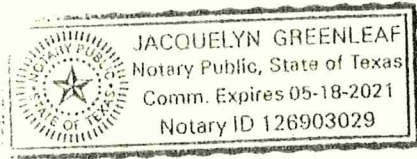
SURETEC INSURANCE COMPANY

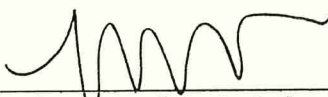
By: 
John Knox Jr., CEO

State of Texas ss:
County of Harris



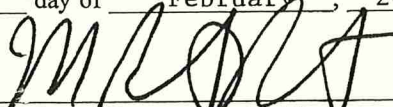
On this 1st day of May, A.D. 2018 before me personally came John Knox Jr., to me known, who, being by me duly sworn, did depose and say, that he resides in Houston, Texas, that he is CEO of SURETEC INSURANCE COMPANY, the company described in and which executed the above instrument; that he knows the seal of said Company; that the seal affixed to said instrument is such corporate seal; that it was so affixed by order of the Board of Directors of said Company; and that he signed his name thereto by like order.




Jacquelyn Greenleaf, Notary Public
My commission expires May 18, 2021

I, M. Brent Beaty, Assistant Secretary of SURETEC INSURANCE COMPANY, do hereby certify that the above and foregoing is a true and correct copy of a Power of Attorney, executed by said Company, which is still in full force and effect; and furthermore, the resolutions of the Board of Directors, set out in the Power of Attorney are in full force and effect.

Given under my hand and the seal of said Company at Houston, Texas this 4th day of February, 2021, A.D.


M. Brent Beaty, Assistant Secretary

Any instrument issued in excess of the penalty stated above is totally void and without any validity.
For verification of the authority of this power you may call (713) 812-0800 any business day between 8:30 am and 5:00 pm CST.



STAFF REPORT – CONTINUED FROM 3/9/2021

City Council

Meeting Date: 3/9/2021 3/23/2021

Staff Report Number: 21-054-CC

Regular Business: Approve the Complete Streets Commission 2020-2021 work plan

Recommendation

Staff recommends that the City Council approve the Complete Streets Commission (Commission) 2020-2021 work plan (Attachment A.)

Policy Issues

The approval of the Commission work plan is consistent with City Council Policy CC-19-004 (Attachment B), Commissions/Committees policies and procedures and roles and responsibilities.

The Commission is charged primarily with advising the City Council on multimodal transportation issues according to the goals and policies of the City's general plan. This includes strategies to encourage safe travel, improve accessibility, and maintaining a functional and efficient transportation network for all modes and persons traveling within and around the City.

Background

On March 5, 2019, the City Council adopted Resolution No. 6477 to create Complete Streets Commission permanently as a nine-member body following a two-year pilot program that began February 28, 2017 by merging the former Bicycle and Transportation Commissions.

Commission 2019-2020 work plan accomplishment

Since its approval by the City Council May 21, 2019, the Commission has worked diligently and accomplished several tasks. Table 1 summarizes those accomplishments.

Table 1: Commission work plan

Ref. #	Goals/priorities	Tasks	Action
1	Middle Avenue crossing and bike lane projects	<ul style="list-style-type: none"> • Submit Middle Avenue bike lane project on a page to CC1 • Recommend to CC Middle Avenue crossing design alternative • Recommend to CC Middle Avenue bike lane design alternative from San Mateo Dr to Olive St 	Completed
2	Safe routes to school (SRTS) program	<ul style="list-style-type: none"> • Provide guidance to SRTS coordinator and advocate institutionalization of role 	Participates in SRTS Task Force meetings
3	Multimodal and sustainable transportation projects	<ul style="list-style-type: none"> • Advise CC on Dumbarton Corridor projects and Caltrain modernization 	Monitors regional multimodal projects and reports progress
4	Active transportation projects	<ul style="list-style-type: none"> • Advise CC on transportation master plan (TMP) 	Participates in TMP OOC2 meetings
5	Alternative transportation projects	<ul style="list-style-type: none"> • Advise CC to develop alternative transportation programs 	Monitors neighboring agency progress
6	Downtown access programs	<ul style="list-style-type: none"> • Advise CC to develop near-term downtown parking strategies 	Monitors downtown related projects

1. CC = City Council
 2. OOC = Oversight and Outreach Committee

Due to the COVID-19 pandemic, the Commission paused its in-person meetings from March to June 2020, and returned to regular meeting in July 2020 via a virtual meeting platform.

Commission 2020-2021 work plan progress

On September 9, 2020, the Commission held an extensive discussion on the 2020-2021 work plan. Additionally, the Commission designated Commissioners Lee, Levin, and Meyer to work with staff and draft the work plan, to be presented to the Commission at a future meeting for a recommendation to City Council.

On January 13, 2021, the Commission unanimously voted to recommend to City Council to approve the 2020-2021 work plan and designated Chair Levin to present the item when it proceeds to the City Council.

Analysis

Through the Commission 2020-2021 work plan, the Commission will advise the City Council on realizing the City’s adopted transportation-related goals and priorities, citywide programs and public infrastructure projects.

The work plan consists of six main components, many of which are a continuation from the 2019-2020 work plan:

1. Climate Action Plan (new)
2. Transportation Master Plan Implementation (new)
3. Middle Avenue crossing and bike lane projects (continuation)
4. Downtown Access projects (continuation)
5. Safe routes to school projects (continuation)
6. Multimodal and transportation demand management programs (continuation)

Additionally, with the recent adoption of the 2030 Climate Action Plan by the City Council in July 2020 (Resolution No. 6575), the Commission is recommending to include “Climate Action Plan” into their Mission Statement.

The two new work plan items reflect direction by the City Council during the adoption of the Climate Action Plan (CAP) and the Transportation Master Plan (TMP), which instructed the Commission to advise the City Council on the implementation and prioritization of the TMP, especially on projects that directly benefit the CAP.

Lastly, many ongoing major development projects are anticipated to make major planning milestones. Staff will continue to provide informational updates to the Commission as Planning Commission and/or City Council are scheduled to hear projects.

The City Council is anticipated to provide direction on its 2021 City Council priorities and work plan also March 9 as a separate agenda item. Staff is recommending that the City Council approve the Commission 2020-2021 work plan (Attachment A) and if needed, staff can return with an update to the work plan to align with the City Council’s 2021 goals at a future date.

Impact on City Resources

Resources expended for the completion of the Commission work plan is considered part of the City’s baseline operations.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§15378. Any projects identified through the Commission’s pursuit of these goals and priorities would be subject to environmental review under CEQA in the future.

Public Notice

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

Attachments

- A. Complete Streets Commission 2020-2021 work plan
- B. Hyperlink – City Council Policy CC-19-004: menlopark.org/DocumentCenter/View/21774/CC-19-0004-Commission-Committee-January-2019

Report prepared by:
Kevin Chen, Senior Transportation Engineer

Staff Report #: 21-054-CC

Report reviewed by:
Kristiann Choy, Acting Transportation Manager



MEMORANDUM - DRAFT

Date: 3/9/2021
To: City Council
From: Complete Streets Commission
Re: Complete Streets Commission 2020-2021 Work Plan

Mission Statement:

"The Complete Streets Commission shall advise the City Council on realizing the City's adopted goals for Complete Streets, Vision Zero, Climate Action Plan, and provide input on major land use and development projects as it relates to transportation."

Goals/Priorities (and near-term actionable tasks):

1. To advance the goals of the city's newly adopted Climate Action plan by making alternatives to driving safer and more attractive, namely by:
 - Reviewing the city's Transportation Master Plan (TMP) and recommending the projects most likely to reduce Vehicle Miles Traveled (VMT)
 - Providing input on major development projects such as the Menlo Park Community Campus, by looking at them through the lens of transportation accessibility, especially bicycle/pedestrian/public transportation accessibility
2. Advise City Council on the implementation of the TMP.
3. Continue to advocate for and advise the Council on the planning and installation of the Middle Avenue pedestrian and bicycle rail crossing, and safe cycling/pedestrian infrastructure connecting the Burgess complex to the Middle Avenue corridor to Olive Street, and north on Olive Street to Hillview Middle School.
4. Continue to support Council in ongoing initiatives to improve access to Downtown and support downtown businesses.
5. Continue to support the implementation of the Safe Routes to School strategy and advocate for community engagement, program continuity and engineering implementation.
6. Continue to support City Council's role as a stakeholder with regard to regional multi-modal and transportation demand management programs projects to increase sustainable transportation for Menlo Park.



STAFF REPORT

City Council

Meeting Date:

3/23/2021

Staff Report Number:

21-065-CC

Regular Business:

Authorize the city manager to negotiate a scope of work and fee and execute an agreement with the M-Group for the housing element (2023-2031) update and related work

Recommendation

Staff recommends that the City Council authorize the city manager to negotiate a scope of work and fee, not to exceed \$982,000, and execute a contract with the M-Group for the housing element (2023-2031) update and related rezonings, and the preparation of an environmental justice element, safety element update, Fiscal Impact Analysis and environmental impact report.

Policy Issues

The components of the housing element update will consider a number of land use, environmental and housing policies.

Background

Under California law every jurisdiction in the State is required to update the housing element every eight years and have it certified by the California Department of Housing and Community Development (HCD.) The housing element is one of seven State-mandated elements (or topic areas) of a General Plan for all jurisdictions in California, and requires local governments to adequately plan to meet their existing and project housing needs for all income levels. The City's current housing element was last adopted in April 2014 and covers the planning period from 2015-2023. The next cycle's deadline for jurisdictions in the Bay Area, which is set by HCD, is January 2023, and covers planning period for 2023-2031.

Recognizing the complexity, importance and time-intensive nature of the housing element process and its related work, the City Council unanimously supported the initiation of the housing element as one of its top five project priorities for fiscal year (FY) 2020-21 August 18, 2020. Subsequently, on November 10, 2020, the City Council amended the FY 2020-21 budget by \$1.69 million for the housing element and its work related. This expenditure includes up to \$1.5 million for the project components and the partial-year funding for 2.0 full-time equivalent (FTE) personnel, including recruitment for the community development director position. The City Council has continued to express support for the housing element as a priority, most recently during its discussion on goals and priorities March 9, 2021.

The housing element must be consistent with the City's general plan and updated for compliance with State law and include City goals, policies and implementing programs to facilitate the construction of new housing and preservation of existing housing to meet the needs across all economic levels of the City. The City's anticipated housing allocation for the next planning period is approximately 3,000 units, which is a 358 percent increase from the last housing element cycle. Menlo Park is not alone in seeing a large increase in

its housing allocation. The project is complex and is anticipated to consist of multiple components, including the following:

- Conduct robust public engagement process to ensure that the project reflects the community's goals and values;
- Update the housing element, including addressing affirmatively furthering fair housing (AFFH) and other State mandates;
- Amend the land use element, the zoning ordinance and/or rezone property to demonstrate compliance with the City's regional housing needs allocation (RHNA);
- Develop an environmental justice element (SB 1000) to advance equity and address potential environmental health risks in the City;
- Update safety element to address climate adaptation and resiliency strategies in compliance with State law (SB 379); and
- Prepare a fiscal impact analysis and environmental impact report to inform the public and decision-makers of potential financial and environmental impacts of the project.

The housing element update process must be inclusive, and develop policies and programs that are measurable and achievable. This update process is an opportunity to take a deeper dive at historical land use practices and look toward the future through a lens of equity and sustainability while still achieving a certified housing element.

Analysis

Consultant selection process

Choosing the right consultant to lead this effort is a key first step. The consultant team must not only be subject matter experts, but also be able build trust, effectively communicate ideas, and use innovative strategies to engage a diverse set of community stakeholders. In December 2020, staff issued a request for qualifications (RFQ) to seek a "prime consultant" to work with the City to assemble and manage a team of qualified subconsultants to accomplish the project. The City received statement of qualifications from two highly qualified firms and then requested proposals from each firm. The housing element update consultant request for proposals (RFP) is included as Attachment A. In February 2021, the City Council authorized the creation of a housing element interview panel, which represented varied community interests and perspectives from the City Council, Commissions and staff. The objective of the interview panel was to provide a recommendation on a preferred consultant to the City Council. The panel was comprised of the following members:

- City Councilmember Cecilia Taylor
- City Councilmember Jen Wolosin
- Planning Commission Chair Henry Riggs
- Planning Commissioner Chris DeCardy
- Housing Commission Chair Karen Grove
- Deputy Director of Community Development – Housing Rhonda Coffman
- Assistant Community Services Director Adriane Lee-Bird

The panel interviewed each firm and subsequently sought additional information from each firm based upon aspects of their proposal and a need to dive deeper into key topic areas. Each team brought great experience and different strengths, making a recommendation very difficult. The panel believed that additional community input would be valuable in the process, and follow-up meetings with the firms were

scheduled. The following members formed the smaller interview group, which participated in a focus group exercise with each firm:

- City Councilmember Taylor
- City Councilmember Wolosin
- Planning Commissioner Michele Tate
- Pastor Arturo Arias

Following the exercise, the smaller group recommended the M-Group as the preferred consultant for not only their experience, but also their new perspectives it could bring to the process. The group also highlighted areas of the scope that should be enhanced and further developed as staff negotiates the scope of work, keeping in mind the overall budget. The two key areas are public engagement and the creation of an advisory committee, which are discussed in more detail in the proposed scope of work and budget section below.

Proposed scope of work and budget

The project is proposed to be led by the M-Group, who will manage a number of subconsultants to provide technical expertise for the various components. Table 1 identifies the consultant team members proposed by the M-Group and Attachment B is the draft scope of work that was included in the firm’s proposal. The proposed fee, inclusive of a 10% administrative fee for managing subconsultants and a 10 percent contingency fee to be used only with City approval, is \$982,011. The proposal also includes a variety of optional items for an all-inclusive fee total of \$1,195,216. By comparison, the proposal submitted by Baird + Driskell totaled \$799,101 without a contingency or administrative fee.

Table 1: Consultant team	
Consultant	Project components
M-Group	Lead consultant; housing element, environmental justice element and safety element
ESA	Environmental impact report
Hexagon	Transportation (EIR)
BAE	Fiscal impact analysis

The proposed work plan consists of five major tasks, which is further detailed by subtasks and deliverables. To successfully complete the project by December 2022, the timeline assumes that tasks will be conducted concurrently. The five major tasks are:

- Task 1 – Project administration
 - The lead consultant will manage the project and subconsultants and collaborate with staff to deliver the project on time and within budget.
- Task 2 – Community engagement strategy
 - Staff and the consultant team will develop a robust community engagement plan that includes strategies and techniques for broad participation, a list of expected meetings, events and activities, and their desired outcomes. The community engagement strategy needs to be innovative and inclusive, making sure that information is accessible and input can be provided in multiple ways.
- Task 3 – Housing element and related work
 - The City is working in collaboration with other jurisdictions in San Mateo County as part of 21 elements on the preparation of the housing element. The M-Group will coordinate with staff and 21

elements to prepare, at a minimum, the required components for a certified housing element. These tasks include, but are not limited to, a review and evaluation of current housing element, a housing needs assessment, an assessment of fair housing, analysis of non-governmental and governmental constraints, site inventory and analysis, and rezoning of sites to accommodate the City's housing allocation.

- Task 4 – Environmental justice and safety elements

- The preparation of the environmental justice element is a new chapter of the general plan and will address past practices that have disproportionately affected low-income residents, communities of color and immigrant communities, and focus on strategies and policies to help ensure the future health and well-being of the entire community. The environmental justice element is anticipated to encompass topics related to pollution, food access, access to public parks and other community facilities, public transit, climate change, education, housing and civic engagement.

The safety element, which was updated in 2013, will be updated to bring it into compliance with recent changes in general plan law, including SB 379 (climate adaptation and resiliency.) As part of the update, M-Group will prepare a vulnerability assessment describing the potential impacts of climate change on vulnerable physical assets and population. The study will be used to help develop goals, objectives and actions to include in the safety element update.

- Task 5 – Environmental and Fiscal Reviews

- The consultant team will prepare the necessary studies and documents for the preparation of an environmental impact report (EIR) that evaluates all components of the project. The consultant team will also prepare a fiscal impact analysis (FIA) to help inform the decision-makers and the community about the fiscal impacts of the proposed changes. The FIA would identify the impacts to expenditures and revenues to the City's general fund as well as special districts such as the Menlo Park Fire Protection District, the school districts and other special districts that serve the affected areas.

Public engagement strategy

The interview panel and the smaller group both emphasized the importance of community engagement at all stages of the project, particularly with groups that have not traditionally been represented in the outreach process, including non-English monolingual speakers, people of color, renters, students, families with young children, and seniors. Equally important to making contact with these stakeholders is making a connection and building trust between the community members, the City and consultants. This was a consistent message shared by the interview panels, and the group recommended staff to work with the M-Group to identify a community engagement partner to supplement their work. As part of the refining the scope, staff will collaborate with the M-Group to develop a community engagement strategy and identify partners to create a robust effort.

Housing Element Advisory Committee (HEAC)

The small group also recommended the creation of an advisory committee that includes community members to help ensure voices are heard. As part of the scope and budget refining process, staff will work with the M-Group to develop the framework for an advisory committee, identify the composition of the group and its objectives, and discuss the frequency of the meetings. The M-Group's draft proposal included monthly advisory committee meetings as an optional task for approximately \$20,000. Staff will work with the M-Group to incorporate this task into the work plan within the not-to-exceed budget amount, possibly by reducing the requested administrative fee and/or modifying other aspects of the proposed work plan.

Given the time-intensive nature of this work, a full 20 months will be needed to complete the project, excluding implementation items, such as modifications to the accessory dwelling unit ordinance or the

establishment of object design standards or other zoning amendments. These items can be considered once the specific housing goals and programs are identified and depending on the availability of staffing, budgeted resources and community capacity for public engagement. Staff recommends the City Council authorize the City Manager to negotiate a scope and fee, inclusive of the items recommended by the interview panels, and execute an agreement with a not-to-exceed budget of \$982,000.

Timeline and next steps

Once the scope of work has been finalized, staff plans return to the City Council (tentatively April 27) to provide an overview of the project, seek input on the givens or principles of the housing element and process to establish a common understanding of the goals and outcomes, and request authorization of the creation of the advisory committee. The anticipated project milestones and schedule is shown in Table 2.

Milestone	Date
Contract award	March 23, 2021
Kickoff meeting	April 2021
Background and data collection	Spring 2021
Develop land use strategies and site identification	Spring-Summer 2021
Develop environmental justice goals and policies	Spring-Summer 2021
Develop safety element	Spring-Summer 2021
Determine preferred land use strategies and sites	Fall 2021
Commence preparation of EIR	Fall 2021
Release draft EIR	Spring 2022
Draft documents	Spring 2022
Final EIR and documents	Fall 2022
Adoption	Fall 2022
HCD certification	January 2023

Impact on City Resources

On November 10, 2020, the City Council authorized up to \$1.69 million, inclusive of a \$150,000 Local Early Action Planning (LEAP) grant, for the preparation of the housing element, including consultant services and partial funding for two FTE for the FY 2020-21. The proposed request, in combination with the previously approved 21 elements scope of work of \$54,500, would not exceed the budgeted amount, unless approved by the City Council.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it will not result in any direct or indirect physical change in the environment. As part of the housing element update process, an environmental impact report (EIR) will be

prepared.

Public Notice

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

Attachments

- A. Request for proposals – housing element update
- B. M-Group – draft housing element update proposal

Report prepared by:
Deanna Chow, Assistant Community Development Director

Report reviewed by:
Justin Murphy, Deputy City Manager

REQUEST FOR PROPOSALS – HOUSING ELEMENT UPDATE

ATTACHMENT A

Community Development Department
Deanna Chow
701 Laurel St.
Menlo Park, CA 94025
dmchow@menlopark.org
650-330-6733



Purpose

The City of Menlo Park is seeking proposals from qualified firms to prepare a scope of work, outlining the key steps, timeline, deliverables and budget by subconsultant, to complete the City's Housing Element and related work. The work is expected to be complex and include the preparation of an Environmental Justice Element, updates to the Safety and Land Use Elements for compliance with State law and internal consistency, and rezonings and other Zoning Ordinance updates as needed. The proposal should also include the preparation of an Environmental Impact Report (EIR) pursuant to the California Environmental Quality Act (CEQA). The documents are expected to be completed by the end of 2022.

There is no expressed or implied obligation for the City of Menlo Park to reimburse responding firms for any expenses incurred in preparing proposals in response to this request.

The City of Menlo Park reserves the right to reject any or all proposals submitted. The City of Menlo Park also reserves the right to retain all proposals submitted and to use any ideas in a proposal regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the firm of the conditions contained in this request for proposals, unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the City of Menlo Park and the firm selected.

City staff will evaluate proposals submitted. During the evaluation process, the City of Menlo Park reserves the right, where it may serve the City's best interest, to request additional information or clarification from submitting firms, or to allow corrections of errors or omissions. At the City's discretion, the firms submitting proposals may be requested to make oral presentations as a part of the evaluation process.

RFP schedule

RFP issued	February 9, 2021
Proposals due	February 26, 2021
Interview finalist	March 5, 2021 (targeted)
Selection of firm	Week of March 8, 2021
Contract date	March 23, 2021 (targeted)

Background

The Housing Element is one of the City Council's top priorities, and will be updated to include policies, strategies and programs that the City will implement to facilitate the production and preservation of housing to meet the needs across all economic segments of the City. Like many cities along the Peninsula, the City does not contain a surplus of vacant land and creative solutions will be needed to meet the City's RHNA obligation. The project is anticipated to consist of multiple components, including the following:

- Engage in a robust community outreach process to ensure that the project reflects the community's goals and values;
- Update the Housing Element, including addressing requirements for affirmatively furthering fair housing (AFFH) and other State mandates;
- Amend the Land Use Element, the Zoning Ordinance and/or rezone property to demonstrate compliance with the City's RHNA;
- Develop an Environmental Justice Element (SB 1000) to advance equity and address potential environmental health risks in the City;
- Update the Safety Element (SB 379 pertaining to climate adaptation) for compliance with State law; and
- Prepare a Fiscal Impact Analysis and Environmental Impact Report to inform the public and decision-makers of potential financial and environmental impacts of the project.

The Housing Element Update process must be inclusive, and develop policies and programs that are equitable, measurable and achievable.

Scope of services

The project is expected to kick-off immediately following the City Council's approval of a consultant and contract, which is anticipated for March 23, 2021. The timeline for completion is the fall of 2022. Below are the key milestones for the project and a summary of tasks. The timeline assumes that tasks will be conducted concurrently to complete the project components on time. The proposal should include the following tasks at a *minimum* and consultants are encouraged to add to these tasks as deemed necessary.

Tasks summary

Task 1. Project administration

1.1 Kickoff Meeting

Consultant will schedule a kick-off meeting with City staff to discuss project expectations regarding coordination, reporting, deliverables, community engagement and relevant information. This meeting should include all subconsultants.

Deliverable: Meeting summary

1.2 Project schedule

Consultant will work with City staff to finalize a project schedule after the kick-off meeting that includes tasks and milestones for certification of the Housing Element to the State HCD by December 15, 2022, and related project components.

Deliverable: Overall project schedule and monthly updates showing progress. In the event the of project delays, consultant shall advise the City's project manager on the strategies to correct and mitigate.

1.3 Project coordination

Consultant will meet with City staff regularly to ensure project objectives and milestones are achieved.

Deliverable: Meeting summaries with follow-up items.

1.4 Advisory group (optional)

As part of your team's proposal, please include factors to be considered for the creation of an advisory group, the purpose of the advisory group, composition of the group, and the frequency of meetings. The proposal should provide a recommendation on whether an advisory group should be assembled to help the Housing Element process.

Task 2. Community engagement strategy

Community engagement will be an important part of the Housing Element Update. The community engagement strategy needs to be innovative and inclusive, making sure that information is accessible (e.g., online, mailings, in-person events, phone calls, interpretation and translation, etc.) and input can be provided in multiple ways. Strong emphasis should be placed on contacting groups that have not traditionally been represented in the outreach process, including monolingual speakers, people of color, renters, students, families with young children, and seniors. In the proposal, please describe your approach and tools for engaging with these stakeholders.

As part of the proposal, please also complete and submit the *Step 1 – Initial Assessment template* form and *Step 2 – Public Engagement Approach template* form, included as Attachment A. The purpose of the first template is to consider the various components, resources and constraints that come into play when planning a public engagement process while step 2 will help inform the approach to public engagement.

Deliverable: Public engagement strategy/plan with overall strategies and techniques to ensure broad participation, a list of expected meetings, events, activities, etc., and outcomes for each meeting, event or activity.

For purposes of budgeting, the following meetings should be assumed. Consultant shall work with staff to prepare meeting agendas, materials, presentations, meeting summaries and attend meetings. These meetings are subject to change based on recommendations in the Community Engagement Strategy.

<u>Task</u>	<u>Meeting type</u>
Housing Element introduction/education session	Community meeting(s)
Preliminary land use strategies and site identification	Community meeting(s), Housing Commission meeting, Planning Commission meeting and City Council meeting

Preliminary environmental justice and safety element goals and policies	Community meeting(s) and Planning Commission meeting
Preferred land use strategy	Community meeting(s) and Planning Commission meeting
Environmental review	2 Planning Commission meetings (NOP/Scoping and Draft EIR)
Draft documents	Community meeting(s), Housing Commission meeting and Planning Commission meeting
Adoption	Housing Commission, Planning Commission and 2 City Council meetings

Task 3. Housing Element and related work

The City is working in collaboration with 21 Elements on the preparation of the Housing Element. The selected consultant will coordinate closely with staff and 21 Elements on the following components. For reference, Attachment B includes work to be coordinated as part of 21 Elements (see Full Package). Due to the iterative nature of the process, the consultant should expect that changes will be made following outreach and input from members of the public, Commissions and City Council. Work shall be performed pursuant to the requirements of State law and result in a certified Housing Element.

3.1 Baseline review and background information

The Consultant will complete an analysis of previous RHNA construction, existing goals and policies, housing needs and projected needs, and an opportunities and constraints analysis. This will also include preliminary analysis on General Plan policies to combat housing discrimination in compliance with the recently adopted AFFH state law.

3.2 Adequate sites analysis

Prepare an "adequate sites analysis" showing the relationship between the City's RHNA allocation, the City's dwelling unit capacity, and availability of potential housing sites based on zoning, infrastructure and General Plan policies. The analysis should be integrated into the City's GIS system, and include maps and other graphic illustrations, along with a corresponding table that includes the Address, APN, parcel size, zoning and development capacity.

3.3 Land use strategies

The consultant shall evaluate the initial land use strategies developed in conjunction with 21 Elements and develop a minimum of three different land use strategies to meet the RHNA. Each strategy will list the total units achieved, the zoning and General Plan land use changes required, and potential pros and cons of the strategy. This work may be informed by a financial feasibility analysis to demonstrate how specific changes could make the development of housing more (or less) feasible. Based on feedback, a preferred strategy or strategies will be selected, which will inform the preparation of the EIR.

3.3 Develop Housing Element goals, policies and programs, and quantified objectives that reflect community values and needs.

3.4 Draft rezoning and other zoning ordinance and General Plan modifications

Consultant shall prepare the necessary documents for rezoning and any Zoning Ordinance and General Plan Amendments needed to meet the RHNA and implement the identified land use strategies.

3.5 Draft documents

Consultant shall prepare draft Housing Element and related changes for HCD's initial review and comment. Consultant, in conjunction with 21 Elements, will facilitate ongoing consultations with HCD on the preliminary analysis, questions and review for compliance.

3.6 City Council adoption

Consultant shall prepare public hearing draft for Planning Commission and Housing Commission recommendations and City Council adoption.

3.7 Certification

The consultant will facilitate state review and certification of the Housing Element upon adoption of the final draft by the City Council. The consultant will prepare a final version of the documents.

Task 4. Environmental Justice and Safety Elements

4.1 Staff has heard public sentiment reinforced by City Council comments that the Housing Element process should be viewed as more than just a State requirement that needs to be done in a timely manner. As part of the Housing Element, the City would like to prepare an Environmental Justice Element. This is an opportunity to reflect on past practices and create an equitable and sustainable future. Please include in your proposal how your team would approach the preparation of the Environmental Justice Element, including collecting background data and identifying tools for promoting civic engagement in the public-decision-making process.

Deliverables: Memo on the Environmental Justice requirements, preparation of a draft and final Environmental Justice Element that complies with the goals, policies and objectives of State Law, and review of the City's existing General Plan elements for internal consistency.

4.2 Safety Element Update

Review of the City's Safety Element for consistency with current State law.

Deliverables: Memo on the Safety Element requirements needed to comply with State law, preparation of draft and final Safety Element amendments, and review of City's existing General Plan elements for internal consistency.

Task 5. Environmental and fiscal reviews

The consultant shall prepare all necessary studies and documents for the preparation of an EIR that evaluates all components of the project. The consultant shall also prepare a fiscal impact analysis (FIA) to help inform the decision-makers and the community about the fiscal impacts of the proposed changes. The FIA would identify the impacts to expenditures and revenues to the City's General Fund as well as special districts such as the Menlo Park Fire Protection District, the school districts and other special districts that serve the affected areas.

Deliverable: An FIA and EIR that complies with all CEQA requirements. The consultant shall attend an NOP scoping session as well as public hearings during the comment review period and the certification of the EIR.

Project schedule

The following is a list of tentative project milestones that the consultant is expected to meet:

<u>Milestone</u>	<u>Date</u>
Contract award	March 23, 2021
Kickoff meeting	April 2021
Background and data collection	Spring 2021
Develop land use strategies and site identification	Spring-Summer 2021
Develop environmental justice goals and policies	Spring-Summer 2021
Develop safety element	Spring-Summer 2021
Determine preferred land use strategies and sites	Fall 2021
Commence preparation of EIR	Fall 2021
Release Draft EIR	Spring 2022
Draft documents	Spring 2022
Final EIR and documents	Fall 2022
Adoption	Fall 2022

Proposal requirements

This RFP states the scope of the City of Menlo Park's requirements and specifies the general rules for preparing the written proposal. The City will objectively evaluate all proposals based on the firm's response to the RFP.

Submit one electronic copy of the proposal and a file sharing link of the documents no later than 5 p.m., Friday, February 26, 2021, to Deanna Chow at dmchow@menlopark.org. No late submittals will be accepted. Due to the City's

network security, some attachments may be caught in the filter; therefore, a file sharing link is also requested. Upon receipt of a submittal, City staff will send an email confirmation. If no confirmation is received within 48 hours of submittal, please contact Deanna Chow directly.

The proposals should include a minimum of the following:

1. Firm introduction
Please include any additional information about your organization, experience, strengths, and interests in this project that may not have been previously provided in your statement of qualifications.
2. Project team and key staff
Identify the proposed project manager and the key staff from each subconsultant firm that would be available for the project. Please summarize the role of that individual in the proposal, the person's relevant experience, and include their resumes.
3. Budget and schedule
Provide a fee and budget estimate, by task, including all staffing costs, as well as expenses and assumptions. The proposal should suggest a delineation of tasks for which the consultant is responsible and those for which City staff will have the primary responsibility. Please include hourly billing rates for each proposed team member. The budget should assume sufficient time to coordinate closely with staff and at a minimum, draft and final versions for all documents. Please include a schedule with the proposal that identifies the overall timeline for the project, including key milestones and deliverables, as well as public engagement efforts.

Selection process

An interview panel will evaluate proposals and submit their recommendation to the City Council for final approval. Panelists will individually evaluate the proposals as well as the information provided during the interview. The interview panel will make a recommendation to the City Council.

Oral interviews

Interviews via Zoom or similar online platform are expected to occur Friday, March 5, 2021. Firms would be expected to make a brief introduction and presentation about their team and proposal. The lead presenter should correspond to the person who will be the primary person presenting at community, City Council and Commission meetings. The interviews will provide firms the opportunity to clarify their proposals to ensure thorough and mutual understanding. Additionally, the selected firm may be required to attend a City Council meeting. All expenses incurred by proposers for participating in such interviews and City Council meetings will be the responsibility of the proposer.

Evaluation criteria

Proposals will be evaluated using the following set of criteria. The following represent the principal selection criteria, which will be considered during the evaluation process.

1. Expertise and performance on past comparable projects
2. Quality of firm's professional personnel assigned to the project and demonstrated experience in effective project management
3. Proposed approach for accomplishing milestones for the various components of the project
4. Proposed approach for ensuring equitable and sustainable outcomes
5. Demonstrated experience and knowledge of innovative public engagement and outreach strategies
6. Review of references

Obligations

The successful proposer will be required to enter into a written agreement with City in which the proposer will undertake certain obligations. These obligations include but are not limited to the following:

- Inclusion of proposal
The proposal submitted in response to this RFP will be incorporated as part of the final contract with the selected firm.
- Indemnification and insurance
The successful proposer shall indemnify and hold the City and its officers, agents, employees, and assigns harmless from any liability imposed for injury whether arising before or after completion of work hereunder or in any manner directly or indirectly caused, occasioned or contributed to or claims to be caused, occasioned or contributed to, in whole or in part, by reason of any act or omission, including strict liability or negligence of vendor, or of anyone acting under vendor's direction or control or on its behalf, in connection with or incident to, or arising out of the performance of the contract. The successful proposer shall maintain and shall require of all its subcontractors to maintain Comprehensive General Liability Insurance with limits of not less than one million dollars (\$1,000,000) per accident, and \$15,000,000 in aggregate through an insurance carrier rated B+ or higher by A.M. Best or an equivalent level through a similar rating agency.

- **Withdrawal**
A proposal may be withdrawn, without obligation, by an authorized representative of the proposer in writing at any time before the scheduled Closing Date.
- **Rights to materials**
All responses, inquiries, and correspondence relating to this RFP and all reports, charts, displays, schedules, exhibits, and other documentation produced by the proposer that are submitted as part of the proposal and not withdrawn before the scheduled Closing Date shall, upon receipt by the City, become property of the City. The City reserves the right to retain all proposals submitted and use any idea in any proposal regardless of whether that proposal is ultimately selected for award.
- **Rejection of proposals**
The City reserves the right to reject any or all proposals or any part of each proposal; to waive any irregularity in any proposal and to determine which, in its sole judgment, best meets the City's needs to receive an award after successful contract negotiations. No vendor may withdraw its proposal for a period of ninety (90) days after the opening thereof. For any products or services not included in the initial contract award, vendor agrees to hold prices as proposed for one year following the initial award unless mutually agreed otherwise in the negotiated final contract.
- **Disclosure of proposal information**
After award, all written proposals are open to public inspection. The City assumes no responsibility for the confidentiality of information offered in a proposal. All proposals are public records subject to public disclosure pursuant to the provisions of the California Public Records Act (Government Code §6250 et seq.). The RFP is intended to be worded in a manner so as not to elicit proprietary information. If proprietary information is submitted as part of the proposal, such information must be labeled proprietary and be accompanied with a request that the information is to be returned by the City to the submitter. Any proposal submitted with a blanket statement or limitation that would prohibit or limit such public inspection shall be considered nonresponsive and shall be rejected.
- **Governing jurisdiction**
The contract entered into by the successful firm and the City shall be interpreted, construed and given effect in all respects according to the laws of the State of California.

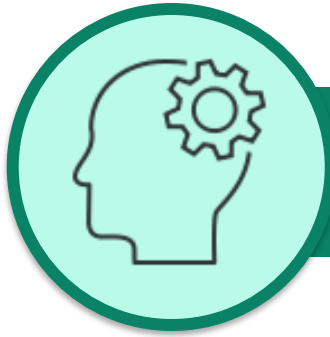
Award conditions

The successful proposer shall enter into a standard City agreement. Consultant shall obtain all licenses and permits as may be required by any other governing entity. Further, consultant shall comply with all pertinent local, State and Federal laws and regulations, including those that address discrimination.

Attachments

The following pages include:

- Attachment A – Step 1 – Initial Assessment template form and Step 2 – Public Engagement Approach template
- Attachment B – 21 Elements Scope of Work
- Attachment C – Proposer Guarantee
- Attachment D – Proposer Warranties



THINK

Initial Assessment

Purpose of this template: To contemplate the various components, resources and constraints that come into play when planning a public engagement process.

Directions: Fill in the document the best you can; you do not need to go in order.

Category	Fill in if applicable	Note
Title of effort		Internal title or formal title.
Time horizon		Weeks/ months.
Geographic focus		Whole jurisdiction or subsection; be specific.
Target outreach groups		E.g.: Homeowners, renters, youth, ethnic groups, business owners, parents of afterschool program recipients.
Level of public input desired	<i>Tip: Address this category when resource constraints are clear.</i>	Could depend on: the amount of time/ resources available; significance of issue; what just happened or is coming soon with other engagement. See also IAP2 Engagement Spectrum

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THINK

INITIATE

ENGAGE

REVIEW

SHIFT

Potential components of in person engagement		E.g.: Small meetings with stakeholders, focus groups, town hall, workshops, open house, listening sessions (similar to coffee with a cop).
Digital components	<i>Tip: At a minimum have info easily accessible on your website.</i>	E.g.: Website; surveys; instant polling; ideation; etc.
Outreach efforts	See Outreach Template	
Potential locations to hold events/ meetings		E.g.: Community Centers, schools, libraries, government buildings, faith-based, community rooms at institutions such as banks, foundations, non- profits, etc.
Lead staff		Name(s); roles
Supporting staff		E.g.: PIOs, Manager’s Office, CAO’s Office, Director’s Office, I.T., printing department; utilities (for mailers), etc.
Consultant(s) (If applicable)		Name(s)/ role(s)



Role(s) of Electeds		E.g.: Welcoming at meetings in their area, keeping those with keen interest in the loop regularly; involving elected/ their staff in planning of events.
Key stakeholders		<p>Quick list of a few key stakeholders; these folks should have various perspectives on the issue(s). Make phone calls to run these very first ideas by them. At least three phone calls (example script below)</p> <ul style="list-style-type: none"> • This is __. I’m exploring an issue and I was hoping to get some quick, initial feedback from you on it – if you have time. • It’s __Name issue __; we’ve got about __weeks/mo__ to connect with the community on their views so we are exploring how we might do that. • What are your initial, just gut level thoughts on what the (City/County/Special District) should do? • [If appropriate] Right now we are contemplating __activities... What do you think? • This is my final question, If I was going to call 3 more folks on this who do you think we should reach out to?
Budget	<p>\$:</p> <p>Staff time:</p>	If no dollar budget, note ‘in house’ or in-kind resources that are important. Staffing: Be sure to consider how much time it is likely to take to input public feedback, analyze and/or theme input, and, if applicable, prepare input summary for public view.



<p>Tricky potential issues</p>		<p>Consider <u>Internal challenges</u> (eg. Over these three months we are switching IT servers; over these months our Director is retiring).</p> <p>Consider <u>External challenges</u> (eg. very vocal group will be against; a business is being built in that area and residents are still upset about how that went; Measure __ failed two months ago and people might associate this with that; A recent police shooting has neighborhood on edge and especially distrustful of government.</p>
<p>Legal consideration</p>		<p>Policy or legal issues to consider- work with your legal counsel (city attorney, county council, etc.).</p>
<p>What happens with public input</p>		<p>If a resident asks “What happened to my input/ suggestion” what are you going to say.</p>

About the Institute for Local Government

The Institute for Local Government’s (ILG) mission is to promote good government at the local level with practical, impartial and easy-to-use resources for California communities. ILG is the nonprofit 501(c)(3) research and education affiliate of the League of California Cities, the California State Association of Counties and the California Special Districts Association.

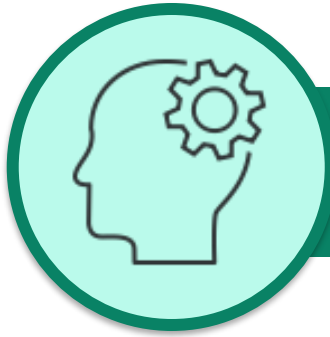
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Shaping the Future Together: A Guide to Practical Public Engagement for Local Governments





THINK

Public Engagement Approach

Purpose of this template: To help you think through an effective Public Engagement Approach.

Directions: Use this template to create your own Public Engagement Approach. Consider what actions should be in-person versus digital efforts.

PART A: Brainstorm Elements

In-person Efforts

Category	Examples	Brainstorm
'Smaller' Engagement Efforts	<ul style="list-style-type: none"> ○ 'Coffee' meetings w/ 1 or 2 stakeholders ○ Small group meetings (one stakeholder group for ex) ○ House parties ○ Focus groups (informal) 	
'Larger' Public Meetings	<ul style="list-style-type: none"> ○ Workshop ○ Townhall ○ Gallery Walk ○ Table Level Facilitated Groups (6-8 people per table) ○ Open Space ○ Conversation Cafe ○ Other dialogue techniques 	

Digital Efforts

Category	Examples	Brainstorm
Inform... Presenting information	<ul style="list-style-type: none"> ○ Website ○ Newsletter ○ Blogs ○ Infographics ○ Visual simulations 	
Consult... Ask community for input on a defined issues	<ul style="list-style-type: none"> ○ Survey ○ Poll ○ Budget Challenge 	
Involve... Community helps to define the issue w their input	<ul style="list-style-type: none"> ○ Ideation ○ Prioritization ○ Mapping ○ Online forum ○ Trade off exercises 	
Collaborate... Community helps decide and/or implement	<ul style="list-style-type: none"> ○ Interactive community planning platforms ○ Joint data generation apps ○ Collaborative writing/ hacking ○ Neighbor to neighbor apps 	

Questions to Consider

- Who will facilitate?
- Who will take notes?
- What are options for providing comment (hand written/ verbal/ post-it/ dots/ etc.)?
- Who will compile comments that are gathered?
- Who/ how will data be 'themed' and analyzed?
- What will be done with 'off-topic' comments or concerns?
- What is 'Plan B' if there are very disruptive folks/people with very strong emotions/concerns?
- How will in-person input be aggregated with input received online?
- How/when will public see what happened to their comments?

PART B: Draft Plan

Element	Staffing. # of Staffer(s)	Cost. Beyond staff time is there a cost for the element?	Time. How time intensive? 1-5 (1 less intensive, 5 very intensive)
<i>[Example] Survey (internal)</i>	<i>1 or 2 staffers (draft and review)</i>	<i>No. Our agency already has a subscription</i>	<i>1. Won't take too long to draft and send</i>
<i>[Example] 'Coffee meetings' w 10 key stakeholders</i>	<i>2 lead staffers. Some meetings together; some divided.</i>	<i>Very little. (coffee!) Travel.</i>	<i>1-3. depends on project</i>



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21 Elements

Scope of Services

21 Elements for RHNA 6

July 14, 2020

Overview

This document outlines the Scope of Services to be provided to the twenty-one jurisdictions of San Mateo County to support them in preparing their housing element updates for the 2023-2031 planning period. The materials describe the benefits of this collaborative approach in leveraging resources, achieving cost-efficiencies and sharing information.

The Scope of Services and the County’s approach to 21 Elements/RHNA 6 is designed to provide each jurisdiction with a range of choices to best fit their individual needs. Similar to 21 Elements for RHNA 5, the RHNA 6 effort is structured so that C/CAG (City/County Association of Governments of San Mateo County) and the San Mateo County Department of Housing will absorb a significant portion of the costs for the work effort (as described in the service package summaries).

This document includes:

- I. Project Purpose and Goals..... 2
- II. Budget Summary 3
- III. Service Package Summaries and Task Descriptions 4
- IV. Process Overview and Schedule 17



21 Elements

I. Project Purpose and Goals

The proposed services will help participating jurisdictions effectively and efficiently update their Housing Element to meet State law requirements within the State-mandated schedule. Consistent with this purpose, the project will advance more effective pro-housing policies and programs to facilitate the creation of new and diverse housing choices that meet the needs of a growing and changing population, and affirmatively advance fair housing in a manner that supports the health and well-being of all.

Housing Element requirements are prescribed in detail in State law (Govt. Code Sec. 65580 et. seq.). This Scope of Services is structured around those requirements to provide a combination of templates, methodologies, baseline data, comparative information, key findings, write-ups, best practices, and process materials. Overarching goals for the work include:

- **Goal 1 — Build-Upon Past Accomplishments.** As with previous RHNA cycles, provide baseline data on housing needs and barriers and “best practices” (model policies, programs, and implementing tools) tailored to San Mateo County. In addition, create easy-to-use materials for facilitating effective community dialogue on housing challenges and opportunities, and build upon recent collaboration efforts on ADUs, the affordable housing nexus study and related work.
- **Goal 2 — Achieve High Quality Housing Elements While Saving Money, Time and Resources.** The services are designed to save money by minimizing duplication of effort, including collaboration on early analysis of available sites and potential strategies for expanding site inventories as well as shared work around countywide analyses, data templates and model practices. These services make it easier to complete key tasks while improving the quality of outcomes.
- **Goal 3 — Continue the Constructive Working Relationship with HCD.** Feedback from previous update cycles underscored that collaboration with HCD was extremely helpful in achieving housing element certification. HCD also reports that early collaboration facilitated their review and made for higher quality housing elements in San Mateo County.
- **Goal 4 — Enable Jurisdictions to Meet the January 2023 Deadline.** Housing Elements are due January 2023. While there is a 120-day grace period, penalties for non-compliance can be significant. Recognizing that the increased RHNA targets combined with increased scrutiny related to the site inventory will make this update cycle particularly challenging, the proposed services focus on getting an early start to the sites analysis so that the update and implementation of needed rezoning and other regulatory changes can be completed in a timely manner.
- **Goal 5 — Tailor a Range of Choices to Best Fit Jurisdiction Needs.** As in the previous round of updates, each jurisdiction can choose the packages of service that best fit their needs while leveraging the benefits of ongoing collaboration.



21 Elements

II. Budget Summary

The budget for each service package, tiered by city size, is summarized below. Each service package is subsidized by a contribution from the City/County Association of Governments (C/CAG) and San Mateo County Department of Housing (DOH):

	<i>Small City</i>	<i>Mid-Size City</i>	<i>Large City</i>
Base Package	\$ 2,500	\$ 2,500	\$ 2,500
Getting Started Package	\$ 9,000	\$ 13,000	\$ 19,000
Foundations Package	\$ 7,000	\$ 9,000	\$ 10,000
Full Package	\$ 30,000	\$ 30,000	\$ 30,000
“All In”	\$ 48,500	\$ 54,500	\$ 61,500

The table below indicates which cities are in each tier:

Small Cities	Mid-Size Cities	Large Cities
Atherton	Belmont	Daly City
Brisbane	Burlingame	Redwood City
Colma	East Palo Alto	San Mateo City
Hillsborough	Foster City	South San Francisco
Portola Valley	Half Moon Bay	
Woodside	Menlo Park	
	Millbrae	
	Pacifica	
	San Bruno	
	San Carlos	
	San Mateo County	



21 Elements

III. Service Package Summaries and Task Descriptions

The four service packages are outlined in this section, with detail regarding specific work tasks and products. They are:

- The Base Package (page 5)
- The Getting Started Package (page 8)
- The Foundations Package (page 11)
- The Full Package (page 14)

Following one-page summary overviews for each service package that include a list of specific deliverables and summary-level description of key tasks, each of the tasks is described in greater detail. *A brief description of jurisdiction staff's responsibilities related to each task is provided in italics.*

An estimate of city staff time commitment for each service package is provided at the bottom of each one-page summary. For cities participating in all of the packages, you should anticipate staff commitment of approximately 0.5 FTE, on average, for the duration of effort (though clearly that will fluctuate monthly based on work flow as well as based on jurisdiction size and complexity of the issues being addressed).

Importantly, the service packages do not include work effort to undertake rezoning, ordinance development to enact needed changes to development standards, or other implementation actions that may be needed to achieve certification (including related environmental analyses and documentation that these implementing actions may entail).

Section IV of this document (page 17) illustrates the schedule and sequencing of tasks across all four service packages, including jurisdiction-led rezoning efforts that may be prioritized as a result of the Getting Started work and outcomes.



21 Elements

1. BASE Package - General Support for RHNA 6 and Housing Element Updates

Overview Support cross-jurisdictional learning, coordination, collaboration and problem-solving for the duration of the housing element process through regular meetings, countywide analyses, best practice research, and shared data and communications tools.

Timing *June 2020 through January 2023 (32 months)*

Cost *\$2,500 per jurisdiction (full cost \$11,000, with \$8,500 covered by C/CAG and DOH) (assumes full participation)*

- Core Tasks**
- a Facilitate sharing and collaboration, including special work sessions and regular meetings
 - b Focused research and dialogue on issues of special concern, including strategies to affirmatively further fair housing
 - c Provide educational materials and outreach support
 - d Engage with HCD on overall process, tours, and technical assistance
 - e Develop countywide analyses with jurisdiction-level data for housing needs, etc.
 - f Create templates and best practice tools, including support for property owner surveys
 - g Conduct ADU affordability survey
 - h Educate Sacramento lawmakers about jurisdiction experience

- Products**
- ✓ 21 Elements website updates, including tools, outreach materials, etc.
 - ✓ Regular meetings and discussion summaries
 - ✓ Countywide and jurisdiction-specific need tables
 - ✓ Countywide analyses, data templates, best practice reports and similar based on group needs
 - ✓ ADU affordability survey
 - ✓ Shared educational tools for the general public and decisionmakers

- City Roles**
- ▶ Fully participate in regular meetings and special work sessions.
 - ▶ Review and provide feedback on draft work products, including data tools, research papers, educational materials, etc.
 - ▶ Serve as a conduit to others in your city organization and community on issues of shared concern.
 - ▶ Actively share local challenges, best practices, relevant resources and housing knowledge.

City Time Average of 6 – 10 hours a month over the course of the RHNA 6 process.



21 Elements

BASE PACKAGE - Task Descriptions

- 1a Facilitate Sharing and Collaboration.** Schedule, facilitate and document regular cross-jurisdictional meetings to engage city staff and directors in discussions of issues, opportunities, approaches, strategies and ideas pertinent to the housing element updates. Meetings may include guest participants to discuss technical topics, “how to” sessions, and focused work sessions to collaboratively problem-solve. We anticipate one meeting per month, with others added as needed, supplemented by ongoing project coordination and communications.
- 1b Conduct Focused Research.** To support shared learning about best practices, and dialogue on issues of special concern, the 21 Elements team will conduct research on topics of special interest based on input and requests from member jurisdictions. Work products may take the form of white papers, fact sheets, powerpoint presentations and/or webinars depending on the type, extent and format of information. This work will include exploration of best practices and strategies to affirmatively further fair housing.
- 1c Create Shared Outreach Materials.** The 21 Elements team will develop materials to support education and outreach efforts by member jurisdictions and county partners. The purpose of these materials will be to support community understanding and dialog about housing needs, the role and purpose of the housing element, and strategies being used locally and elsewhere to create and sustain diverse housing choices, affordability and healthy communities. Production of materials will be coordinated with key steps in the update process, with most being produced in the first year when community discussions are getting underway. To the extent possible, materials will be designed so that they can be easily customized by each jurisdiction to tailor them to localized information and circumstances.
- 1d Engage with HCD.** The 21 Elements team will help ensure early and ongoing engagement with HCD staff in order to help them understand the unique challenges and opportunities of San Mateo County jurisdictions, and to help all member jurisdictions better understand HCD’s expectations, perspectives and priorities. By building and maintaining a collaborative and respectful working relationship, 21 Elements will help ensure that the update process goes as smoothly as possible—highlighting and addressing issues *before* updated elements get submitted to HCD—and bringing situational awareness and technical assistance to bear in a timely manner, facilitating more efficient reviews by HCD with fewer surprises, and helping ensure higher quality housing elements.
- 1e Conduct Countywide Analyses of Housing Needs and Market Conditions.** Develop countywide analyses of housing needs, including population, employment and household characteristics; general housing stock characteristics; the incidence of overpayment and overcrowding; and special housing needs (e.g., people experiencing homelessness, people with disabilities, seniors, etc.). Data



21 Elements

will be reported at the County level and in comparative tables and graphics detailing each jurisdiction's data as well. Analysis will also be provided related to the countywide and regional housing market conditions and trends.

- 1f Create Templates and Other Tools.** Data templates, methodologies and related tools will be developed to support each jurisdiction's work. These include but are not limited to: template and instructions for evaluating existing elements; tools for assessing and comparing governmental and non-governmental constraints; and tools for evaluating and improving fair housing practices. This work will also support development of a property owner survey for substantiating properties included in site inventories.

- 1g Conduct ADU Affordability Survey.** The 21 Elements team will develop and implement a survey of ADU property owners (using lists provided by participating jurisdictions) to better understand how they are being used, who is being served by them, and the levels of affordability being met. This will help inform how jurisdictions incorporate ADUs within their overall housing strategy, including how to apply them to RHNA targets, and support development of more effective ADU policies and programs in the housing element update.

- 1h Educate Lawmakers.** Much of the housing element process is driven by State legislation. To help support a more responsive and effective legislative framework for future updates, it is important to communicate back to lawmakers about the experience of local jurisdictions working to translate State law into local action. Working as a group, 21 Elements is able to speak effectively to multiple experiences from the perspective of jurisdictions with proven commitment to pro-housing policies to help lawmakers understand what's working, what isn't and how things could be improved.

Jurisdiction staff will be expected to participate fully in all Task 1 activities, including in particular the regular sharing and collaboration meetings, review and feedback of draft work products, and discussions with HCD and lawmakers, as needed. Experience has shown that the more staff engage in and contribute to the collaboration and its activities, the more they get out of it.



21 Elements

2. GETTING STARTED Package – Site Inventories and Strategies

Overview Assess potential sites and strategies for creating additional housing capacity, taking into account anticipated need allocations and recent changes in state laws that affect site eligibility. The outcome will be early identification of the most viable strategies to ensure adequate sites so that rezoning and other actions can be completed in conjunction with the update process.

Timing *June 2020 through June 2021 (13 months)*

Cost *Small cities \$9,000; Mid-size cities \$13,000; Large cities \$19,000 (additional \$4,000 per city covered by C/CAG & DOH; assumes full participation)*

- Core Tasks**
- a Prepare jurisdiction-specific inventory baselines (based on current inventory of zoned and planned sites) and compare to anticipated RHNA need numbers. How much additional capacity will need to be found?
 - b Conduct development feasibility analyses based on defined site inventory gaps to identify market-supportive capacity increases that could be achieved through alternative planning and policy strategies (including rezoning and other regulatory changes).
 - c Estimate high-level tax revenue implications of the alternatives.
 - d Study market absorption rates for missing middle housing.
 - e Review analysis methodology and results with HCD.
 - f Identify the most promising site capacity strategies for each jurisdiction to meet RHNA needs and help ensure that rezoning and other actions can be completed in conjunction with the update process.

- Products**
- ✓ Site inventory baselines and anticipated gaps by jurisdiction
 - ✓ Data on potential market-supportive site capacity increases (mapped and quantified) through alternative policy strategies (e.g., rezoning based on defined criteria; changes to development standards; etc.) with summary of tax impacts.
 - ✓ Report on market data for “missing middle” housing and implications for RHNA 6.
 - ✓ Recommendations on policy and program strategies for each jurisdiction (developed in conjunction with jurisdiction staff) to meet RHNA

- City Roles**
- ▶ Provide data on current sites using template and engage in discussions.
 - ▶ Participate in working group to inform and guide the analysis and “missing middle” study, providing feedback on methodology, strategy alternatives and draft findings.
 - ▶ Work with 21E team to define recommendations on strategy priorities.

City Time 16 to 32 hours a month over the course of 13 months



21 Elements

GETTING STARTED PACKAGE - Task Descriptions

2a Document and Confirm Existing Inventory; Quantify the Gap. The 21 Elements team will work with jurisdiction staff to document, update, review and confirm jurisdiction-specific baselines of eligible sites based on current inventory of zoned and planned sites, updated to reflect State requirements related to site eligibility and entering into the State’s new inventory tool. The team will then compare the baseline inventory to the anticipated RHNA need numbers by income category, and quantify the additional capacity that will need to be created in each income category to meet the anticipated need targets. *Jurisdiction staff will need to be highly engaged in this task to provide and carefully review baseline data and site-specific information.*

2b Conduct Feasibility Analysis of Potential Site Strategies. 21 Elements will engage an economic analysis firm to conduct development feasibility analyses of market-supportive strategies that could respond to the defined site inventory gaps. Examples of alternative planning and policy strategies including rezoning of sites and sub-areas based on defined criteria (e.g., in proximity to transit or retail centers, etc.); changes to development standards that could increase site capacity (e.g., units per acre, height, etc.); and changes to existing zoning districts (e.g., changes to expand potential for multiplexes in lower density zones or to allow housing in commercial zones, etc.). A working group of jurisdiction staff will be formed to help guide the analysis work. *Jurisdiction staff will need to participate fully in the working group, methodology review, choice of policy options for analysis, and review and refinement of results.*

The analysis process will include:

- Compiling parcel-level base data from the site inventories and exiting County GIS into a MapCraft database.
- Engaging the work group to define policy options for initial countywide analysis, with subsequent refinement to determine both the increase in site capacity and realistic market response that could be expected from implementation of each option, with results mapped and quantified both countywide and by jurisdiction. This will be a first-tier analysis to inform policy deliberations and identification of the most promising strategies for each jurisdiction which will then require more detailed review and refinement in subsequent steps of the update process in each jurisdiction.
- Draft results will be reviewed with the working group and with staff from each jurisdiction, with subsequent refinement based on feedback. While several iterations of analysis will be possible, the number of iterations will be limited by the time budget for this sub-task.
- The analysis will illustrate the increased gross site capacity that would result from each policy strategy and realistic market response in delivering housing outcomes in each RHNA income category.



21 Elements

2c Summarize Fiscal Impacts. To further inform the consideration of policy alternatives that could expand site capacity in response to RHNA requirements, the results from Task 2b will be supplemented by a high-level evaluation and quantification of potential tax revenue impacts. *Jurisdiction staff involved in the working group will participate in reviewing and providing feedback on the fiscal analysis methodology and results.*

2d Analyze “Missing Middle” Housing Performance. Related to the analysis of potential policy alternatives that could expand site capacity, the 21 Elements team will study the market performance and absorption rates for “missing middle” housing types (e.g., duplexes, triplexes, townhomes, small multiplexes) in San Mateo County. The purpose of this analysis will be to understand cost and price ranges of these housing products (both historic and recently built), where they are located, marketability and who they are serving. This data will be helpful to jurisdictions as they explore policy and program strategies to expand these housing types during the update process. *Jurisdiction staff involved in the working group will participate in reviewing and providing feedback on the “missing middle” study’s methodology and results.*

2e Facilitate HCD Review and Feedback. To ensure that the analysis process and results meet State expectations for the site inventories and substantiation of market readiness, the 21 Elements team will confer regularly with key HCD staff during the Getting Started process, including to review the approach and methodology; provide input on the policy options being explored; and provide review and feedback on the draft and final results.

2f Provide Jurisdiction-specific Recommendations. The 21 Elements team and economic consultant will summarize the “Getting Started” analysis results and make recommendations to each jurisdiction—in close consultation with staff—regarding the most promising and relevant site strategies to pursue in the update, including recommendations for further analysis or refinement and next steps to complete the site inventory section of the housing element as well as recommended rezoning and other regulatory change actions to implement the priority strategies. *Jurisdiction staff will need to participate fully in the development and vetting of recommendations, including engagement of other city staff and leaders, as needed, to confirm general support for the direction(s) being recommended.*



21 Elements

3. FOUNDATIONS Package – Housing Needs and Constraints; Focused Support

Overview Begin updating the housing element: evaluate the existing element in relation to recent state law requirements; develop the key foundational sections of the housing element; and refine the update’s work program and schedule, including engagement strategy, rezoning and other actions, as needed, to achieve a certified element.

Timing *June 2020 through June 2021 (13 months)*

Cost *Small cities \$7,000; Mid-size cities \$9,000; Large cities \$10,000 (additional \$4,000 per city covered by C/CAG & DOH)*

- Core Tasks**
- a Work with jurisdiction staff to evaluate existing element and define update needs.
 - b Prepare jurisdiction-specific Housing Needs Analysis and Background text, drawing on countywide and local data.
 - c Prepare jurisdiction-specific Governmental and Non-Governmental Constraints Analysis sections in collaboration with jurisdiction staff.
 - d Develop jurisdiction-specific scope and schedule for completing the housing element update, including needed regulatory changes.
 - e Facilitate informal consultation with HCD on jurisdiction-specific issues.
 - f Provide tailored outreach materials regarding housing needs and opportunities.

- Products**
- ✓ Evaluation of existing housing element
 - ✓ Drafts of key sections: background, housing needs, governmental constraints and non-governmental constraints
 - ✓ Refined work plan and schedule for remainder of the housing element update
 - ✓ Tailored educational and outreach materials

- City Roles**
- ▶ Provide data relevant to the existing housing element, local housing conditions, and both governmental and non-governmental constraints using provided templates. Write some jurisdiction-specific context.
 - ▶ Edit material provided by 21 Elements.
 - ▶ Collaborate on developing and refining the work program and schedule to complete the update.
 - ▶ Participate in jurisdiction-specific consultations with HCD.
 - ▶ Review and provide feedback on draft work products.
 - ▶ Engage other jurisdictional staff and departments as needed to provide relevant data and reviews.
 - ▶ Schedule and lead local engagement activities with 21E support.

City Time 30 - 50 hours a month over the course of 13 months



21 Elements

FOUNDATIONS PACKAGE - Task Descriptions

3a Evaluate Existing Elements; Define Update Needs. The 21 Elements team will provide a HCD-reviewed template, methodology and outline for jurisdictions to use in assessing their current housing element per State law requirements. The review will document the effectiveness of the element, including actual results or outcomes (quantified where possible, and qualitative where necessary), progress in implementation and any significant differences between what was projected or planned and what was actually received, and key lessons learned that can be applied during the update process to strengthen the element’s effectiveness. The review will also highlight where updates are needed to bring each jurisdiction’s element into compliance with recent State law changes. *Jurisdictions will be asked to provide an annotated copy of their current housing element along with responses to a tag-along comment sheet, and to provide copies of Annual Progress Reports and other documents relevant to the evaluation. Jurisdiction staff will also provide brief evaluation write-ups using the provided the template and methodology covering policies, programs, quantified objectives (where applicable), barriers to implementation and recommendations for the housing element update (carry forward as is, carry forward with specific modifications, or delete).* The 21 Elements team will provide the needed templates, technical assistance, and review/summary of results, and will compile an overview of jurisdiction “best practices” based on the compilation of evaluation results from across the participating jurisdictions.

3b Analyze and Summarize Housing Needs, including Special Housing Needs and Projected Needs. Building on the results of the Countywide Housing Needs Analysis, the 21 Elements team will summarize jurisdiction-specific data needed for the housing element update, including population, employment and housing characteristics; overpayment and overcrowding; extremely-low income housing needs; housing stock characteristics; assisted housing “at risk” of conversion; opportunities for energy conservation; persons with disabilities; elderly; large families and female-headed households; farmworkers; and families and persons in need of emergency shelter. An overview of the RHNA 6 housing need projections will also be provided, including explanatory narrative, along with template and methodology for counting units built, under construction and/or approved during the planning period. Summary tables and narratives will be provided for all of the listed topics, which can then be tailored to each jurisdiction’s needs, working in partnership with jurisdiction staff. Key findings will also be summarized and with potential policy and program strategies identified. *Jurisdiction staff will be responsible for providing materials on housing construction and any locally generated data of significance as well as information on locally assisted housing, energy conservation and rehab programs, green building, and related programs covering housing needs. They will also need to provide their own housing conditions analysis, including quantification of substandard units, using sample survey instruments, templates and methodology provided by the 21 Elements team.*

3c Analyze and Summarize Governmental and Non-Governmental Constraints. The 21 Elements team will provide HCD-reviewed templates, methodologies and outlines to assess jurisdiction-specific governmental constraints on housing production and related impacts on housing costs. This analysis is intended to provide a periodic reexamination of local ordinances, policies, standards and practices that may, under current conditions, constitute a barrier to the maintenance, improvement or



21 Elements

development of housing for all income levels. In particular, governmental constraints that may exclude housing affordable to low- and moderate-income households may constitute a violation of State and federal fair housing laws, and will need to be addressed through the update, to be replaced with policies, standards and practices that affirmatively further fair housing. Worksheets and questionnaires will be provided to facilitate jurisdiction review and input, covering issues relevant to the site inventory, including but not limited to development standards and land use controls, special housing types (second units, manufactured homes, etc.), local processing and permitting procedures, affordable housing incentives, design review and historic preservation, codes and enforcement, and more. An analysis of non-governmental constraints on housing production will also be completed, including the cost of land, construction costs, availability of financing, and issues such as short-term rentals. *Jurisdiction staff will be responsible for compiling information on the covered governmental constraints topics using the templates, worksheets and methodology provided; and for reviewing and providing feedback on comparative tables to ensure accuracy in summarizing jurisdiction-specific standards. Staff will also work closely with the 21 Elements team to develop jurisdiction-specific conclusions regarding the constraints analysis and priority policies or programs for inclusion in the updated housing element to address key issues and ensure a pro-housing regulatory environment.*

3d Refine Housing Element Work Plan and Schedule (as needed). The 21 Elements team will partner with jurisdiction staff to review key issues from the sites analysis, housing needs analysis and constraints analysis to define the work effort needed to address the identified issues and achieve a certified element, including confirmation of any rezoning, changes to development standards or other implementing actions that may need to be undertaken in conjunction with the update. A process graphic and schedule will be produced to illustrate the needed steps and coordination across tasks, including community engagement, to meet the overall element schedule and State deadline. *Jurisdiction staff will need to participate in the review and confirmation of update needs and work program refinement.*

3e Facilitate HCD Consultations. Building off the previous work with HCD, the 21 Elements team will engage HCD staff during this phase of work, as initial analyses are being completed and sections of the updated elements are being developed. The approach is intended to help ensure “no surprises,” making sure that HCD staff are familiar with and supportive of the analyses and draft work products, addressing issues as they arise to ensure that they will meet expectations when submitted for eventual certification. *Jurisdiction staff will be expected to participate in direct conversations with HCD staff, facilitated by the 21 Elements team, on an as-needed basis.*

3f Provide Tailored Outreach Materials. Building off the work shared outreach material referenced above (1c), the 21 Elements team will develop tailored jurisdiction-specific outreach and education materials to present summaries of each city’s housing needs and opportunities, commitment to a pro-housing agenda, and specific action alternatives and priorities for the update. Materials will include both web- and print-format fact sheets and FAQs as well as a tailored powerpoint presentation for use by staff and partners. *Jurisdiction staff will be expected to review and provide feedback on draft materials, and oversee distribution (including any print production).*



21 Elements

4. FULL Package – Housing Element Development, Review and Approval

Overview	Develop the complete housing element draft; provide support for needed regulatory changes to support the updated element as well as continued public engagement; and help facilitate timely review by HCD in order to achieve final adoption by January 2023.
Timing	<i>July 2021 through January 2023 (19 months)</i>
Cost	<i>\$30,000 per jurisdiction (full cost \$45,500, w/ \$15,500 covered by C/CAG & DOH) (assumes full participation)</i>
Core Tasks	<ul style="list-style-type: none">a Develop the site inventory summary, and assist with Housing Element goals, policies, programs and quantified objectives to respond to local housing needs and meet state requirements.b Present at a community workshop, Planning Commission session and City Council meeting on local housing needs, key opportunities, and proposed policy strategies (assumes 60 hours of outreach support).c Assist with rezoning, General Plan and other land use changes (assumes 60 hours of support; can be reallocated to other tasks if not needed).d Work with staff to prepare Draft and Final Housing Elements and attend public hearings.e Continue to facilitate consultation and review with HCD.f Provide support on special issues analyses and CEQA documentation.
Products	<ul style="list-style-type: none">✓ Draft Housing Element goals, policies, programs and quantified objectives✓ Presentation on local housing needs, opportunities and proposed policy strategies✓ Draft and Final Housing Elements
City Roles	<ul style="list-style-type: none">▶ Collaborate in development of the housing element goals, policies, programs and quantified objectives. This includes writing and/or editing sections.▶ Continue to schedule and lead local engagement activities with 21E support.▶ Lead rezoning efforts and other regulatory changes (ordinance revisions, etc.) with 21E support.▶ Participate in jurisdiction-specific consultations with HCD.▶ Collaborate on special issues analyses and CEQA documentation, as needed.▶ Review and provide feedback on draft and final work products.▶ Engage other staff and departments to provide relevant data and reviews.▶ Organize and attend public hearings.
City Time	60+ hours a month over the course of 19 months



21 Elements

FULL PACKAGE - Task Descriptions

4a Assist with Site Inventory Write-up; Develop Goals, Policies, Programs and Quantified Objectives.

The 21 Elements team will partner with jurisdiction staff to summarize and present their site inventory, using the HCD-provided tool. The team will also assist in staff in identifying and developing the goals, policies, programs and quantified objectives of the housing element, drawing upon and responding to the results of the previous analyses to ensure a comprehensive pro-housing approach that facilitates the creation of new units consistent with established RHNA targets and affirmatively furthers fair housing. *Jurisdiction staff will be responsible for working in partnership to enter the site inventory data and summarize the data in table and narrative format using provided templates; and assist in prioritizing and developing the draft element's goals, policies, programs and quantified objectives.*

4b Present at Community Workshop, Planning Commission and City Council. The 21 Elements team will work with jurisdiction staff to develop a presentation that summarizes the draft housing element's context, analysis and priority actions. 21 Elements will also participate in making the presentation at one community workshop, one planning commission meeting and one City Council session and support staff in responding to questions. The presentation will also be accompanied by presentation notes to support use by staff and partners in other settings. *Jurisdiction staff will be responsible for reviewing draft and final presentation materials; participating in the three core presentations; and helping with distribution of the presentation to others or making the presentation to other audiences, as needed.*

4c Assist with Rezoning, General Plan and Other Land Use Changes. The 21 Elements team will support jurisdiction staff in evaluating and prioritizing implementation work tasks for enacting needed changes to zoning, development standards and/or other changes needed to ensure certification of the housing element and accomplishment of its goals and objectives. This task will also include identification of other general plan policies that may need to be modified to ensure consistency with the updated housing element. The budget for this task does not provide the necessary support to undertake rezoning work or to rewrite standards (and related environmental analyses), but is intended to provide needed support for decision making, scoping and development of the implementation work program. *Jurisdiction staff will be responsible for taking the lead on implementation task planning, decision making and action, supported by the 21 Elements team.*

4d Assist in Preparation of Draft and Final Elements; Attend Public Hearings. The 21 Elements team will work with jurisdiction staff to compile the complete Draft Housing Element for public review and submittal to HCD. The formatted document will be made available as a web-based pdf as well as in hard copy to facilitate community review and input. Staff from 21 Elements will also be available to attend up to two public hearings on the draft element to provide an overview of the document and help answer questions. *Jurisdiction staff will help develop the draft element and provide review and feedback on portions developed by the 21 Elements team. Staff will take the lead on public hearings related to review and input on the draft document, supported by 21 Elements as described above.*



21 Elements

- 4d Facilitate HCD Consultations.** Building off the work of Task 3e, the 21 Elements team will engage HCD staff during the final phase of the update, including but not limited to supporting staff in making the official submittal for review and certification by HCD and participating in review phone calls, as needed. As in 3e, the approach is intended to help ensure “no surprises” and to facilitate HCD staff’s familiarity with the key issues being addressed as well as the policy strategies being pursued prior to submittal to ensure they will meet the bar for certification. *Jurisdiction staff will be expected to participate in direct conversations with HCD staff, facilitated by the 21 Elements team; make the formal submittal to HCD; participate in review discussions; and be responsive to information requests as needed.*
- 4e Provide Support on Special Issues and CEQA Documentation.** The 21 Elements team will support jurisdiction staff in addressing other issues of special concern that may arise, contributing to staff reports and other meeting materials as needed, and determining the necessary CEQA documentation for the final draft housing element. The budget for this task does not include the time needed to develop the actual CEQA documentation, but will likely rely substantially on CEQA analysis and documentation developed in relation to task 4c. *Jurisdiction staff will take the lead on these task areas, with support from the 21 Elements team.*



21 Elements

IV. Process Overview and Schedule

The diagram on the next page illustrates the sequence of core work tasks and general schedule for the 21 Elements/ RHNA 6 work effort.



21 Elements and RHNA 6 process overview

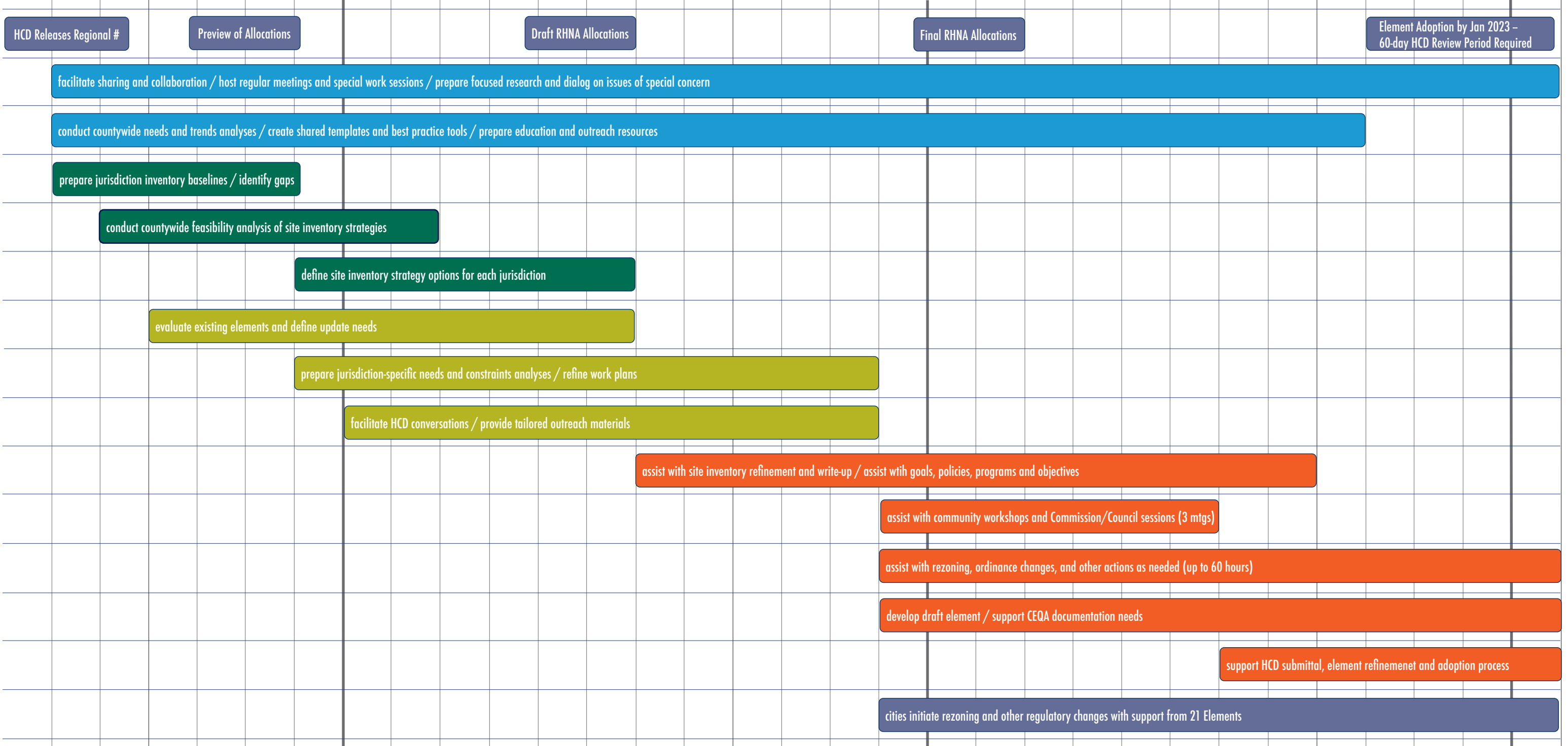
BASE PACKAGE

GETTING STARTED PACKAGE

FOUNDATIONS PACKAGE

FULL PACKAGE

July 2020 August September October November December January 2021 February March April May June July August September October November December January 2022 February March April May June July August September October November December January 2023



PHASE 1 - EVALUATING SITE INVENTORY STRATEGIES AND DEVELOPING EACH JURISDICTION'S HOUSING ELEMENT WORK PLAN

PHASE 2 - HOUSING ELEMENT UPDATES / REZONING AND ORDINANCE CHANGES / REVIEW AND ADOPTION

ATTACHMENT C – PROPOSER GUARANTEE

The proposer certifies it can and will provide and make available, as a minimum, all services set forth in this RFP under the section titled "Services Required."

Signature

Date

Printed name

Title

Firm name

ATTACHMENT D – PROPOSER WARRANTIES

The proposer warrants that:

- It is willing and able to comply with State of California laws with respect to foreign (non-state of California) corporations.
- It is willing and able to obtain an errors and omissions insurance policy providing a prudent amount of coverage for the willful or negligent acts, or omissions of any officers, employees or agents in conjunction with the services to be provided. Coverage limits shall be \$5,000,000 or more, per occurrences and a minimum of \$15,000,000 in aggregate without reduction for claims paid during the policy period. The carrier should be duly insured and authorized to issue similar insurance policies for this nature in the State of California and rated B+ or higher by A.M. Best or an equivalent level through a similar rating agency.
- It will not delegate or subcontract its responsibilities under an agreement without the prior written permission of the City of Menlo Park.
- All information provided by it in connection with this proposal is true and accurate.

Signature

Date

Printed name

Title

Firm name

M-GROUP PROPOSAL HOUSING ELEMENT UPDATE

PRESENTED TO
CITY OF MENLO PARK
IN RESPONSE TO REQUEST FOR INTERVIEW



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m-group.us
a new design on urban planning

SUBMITTED BY **M-GROUP**
FEBRUARY 26, 2021

51 E. CAMPBELL AVENUE #1247
CAMPBELL, CA 95009



GROUP



FIRM PROFILE

M-Group exists to bring innovative and effective planning solutions to Bay Area cities. Since the creation of the firm in 2006, we have brought the full range of planning services to over 65 Bay Area communities.

We are committed to *a new design on urban planning*. This approach to planning takes many forms both in our work and in our relationships with our clients. This new design includes:

- Very clear communication
- An enthusiastic and fun approach to planning
- A commitment to continuous improvement
- Creating a sustainable future by balancing the needs of the natural and built environments
- Creating a long-lasting, employee-centered, client focused firm

M-Group planners have extensive experience working on complex and high-profile projects throughout the region. Our planning group brings together a broad range of planning expertise and substantial real-world experience to help cities plan for the future.

Our team of 40 planners is focused on delivering the following services:

- POLICY PLANNING
- URBAN DESIGN
- ENVIRONMENTAL REVIEW
- HISTORIC PRESERVATION
- COMMUNITY ENGAGEMENT
- STAFFING SOLUTIONS



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M-GROUP *a new design on urban planning*

policy planning • urban design • environmental review • historic preservation • community engagement • staffing solutions

February 26, 2021

Deanna Chow
Assistant Community Development Director
City of Menlo Park
701 Laurel Street
Menlo Park, CA 94025

RE: REQUEST FOR PROPOSAL—HOUSING ELEMENT UPDATE

Dear Deanna Chow,

M-Group is pleased to provide a detailed proposal including scope, budget, and schedule to follow up our Statement of Qualifications (SOQ) for the Housing Element for the 2023-2031 planning period, General Plan updates (including Land Use, Safety, and Environmental Justice), associated rezoning actions, environmental impact report (EIR) and fiscal analysis.

The City is seeking a partner to create a transformational, community-supported planning process and documents that focus on some of today's most pressing issues – affordable and equitable housing, environmental justice and equity, City fiscal sustainability, and resilience. We stand ready to work with the city to address these and other challenges to create a Housing Element and General Plan updates that respect the city's history, the values of today's residents and prepares the entire community for a future they have helped to shape.

The details of our proposal demonstrate M-Group's understanding and competence in managing a project of this scale and our plan to guide the City of Menlo Park through the complex planning process. M-Group's highly experienced team of staff and subconsultants will work closely with City staff, stakeholders, and the community to produce quality documents that will impact the future of the City and compliant with all state requirements.

Our team will be led by Principal Geoff I. Bradley, AICP as Project Manager and Principal Planner Sung H. Kwon, AICP as Deputy Project Manager. Additional key team members include Principal Policy Planner Christina Paul, AICP, Director of Urban Design Tom Ford, AICP, Principal Planner Payal Bhagat, and Senior Planner Justin Shiu, AICP. Included in our team are highly respected subconsultants BAE Urban Economics (BAE) for fiscal analysis, Environmental Science Associates (ESA) for CEQA analysis, and Hexagon Transportation Consultants (Hexagon) for transportation analysis.

We feel that our experience serving Menlo Park and our knowledge of the character of the community and local policies will be a great asset in streamlining the Housing Element Update process as best possible, and we very much look forward to working with you.

If you have any questions or would like to discuss any aspect of our proposal please do not hesitate to contact us.

Sincerely,

GEOFF I. BRADLEY, AICP

Principal + President

gbradley@m-group.us

408.340.5642 x102



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INTRODUCTION

The City of Menlo Park last adopted its Housing Element in 2014. Since then the State of California and many local cities, including Menlo Park, have brought increased attention to the ongoing affordable housing crisis and to social equity and environmental justice issues. For this, the 6th RHNA cycle, the State has not only significantly changed the requirements on Housing Elements to ensure greater affordable housing development feasibility, and to place greater responsibility on cities to promote development, but also increased RHNA allocations and added a requirement that qualifying cities develop an Environmental Justice Element. While these changes mean that 6th cycle Housing Element planning processes will not be “business as usual,” they also give communities the opportunity to have thoughtful and impactful discussions about how they would like to evolve to support current and future residents.

Menlo Park has already made strides in getting ready for the Housing Element update. The City has identified areas for residential development in the Bayfront Area that are not included in the current Housing Element Sites Inventory and has made the Housing Element a top priority of the City Council. Like many cities in the Bay Area, Menlo Park does not include a great deal of vacant land or open space on which to put new housing, and what open space there is is often highly valued. In this environment, the City is turning to infill development opportunities, which can include densification of major corridors, such as El Camino Real, redeveloping surface parking lots, and looking for ways to equitably distribute housing in high-opportunity areas, such as through an Accessory Dwelling Unit program, amongst other options.

M-Group stands ready to partner with Menlo Park to serve as an extension of staff, provide technical expertise, and meaningfully engage the community to shape a positive and holistic vision for the future of housing and related elements in the city.

M-Group has a strong track record of completing Housing Element projects on time and budget. Our success is credited to the experience, skill, and strategy of our Project Managers,

the quality of our teams, and the ability to work seamlessly with City staff. Before starting a project, the Project Manager works closely with City staff to establish a detailed project schedule and mutually agreed-upon expectations. Our Project Managers are experienced in recognizing potential challenges and accounting for them in the planning process.

We carefully manage our staff planners' workload to be certain we have the staff capacity to serve the City for the project's duration. We are fully functional while working remotely and will come to City offices as needed for meetings or hearings. During the current Covid-19 situation, meetings and presentations will be held virtually utilizing videoconferencing. At such time that the Shelter-in-Place orders are lifted, and when it is mutually agreed upon, M-Group will provide in-person presence.

Although the Covid-19 pandemic has changed the look of Community Engagement, it has not changed its role as a vital task in a successful Housing Element Update. Our outreach efforts are intentional and designed to reach the broadest cross-section of residents and stakeholders. Groups that we have identified include persons with disabilities, people of color, lower-income groups, monolingual speakers, renters, students, families with young children, seniors, and veterans. It is our intention and goal to reach out to as many people as possible and hear all voices in the community. M-Group utilizes learned best practices, technology, and an earnest desire to do right by the community which the end product documents will serve.

Our site selection method will use GIS and data analysis to support both the Outreach process and the development of the land use alternatives. To assist the Planning Commission with preferred land use decisions, we will provide fiscal and VMT analysis of the three options in addition to the public outreach input.

Due to the complexities and expected challenges with this effort, M-Group founding principal Geoff Bradley will serve as both Principal-in-Charge and Project Manager, supported by Sung Kwon as Deputy Project Manager. Tom Ford has been added to lead the Objective Design Standards effort as an optional task.

PROJECT TEAM

M-GROUP TEAM BIOS - SEE APPENDIX B FOR FULL RESUMES

GEOFF I. BRADLEY, AICP | *PRINCIPAL-IN-CHARGE + PROJECT MANAGER*



Oversight of project to ensure milestones are met and project is on budget

Geoff has nearly 30 years of professional public and private experience working with a variety of architectural, planning and public agencies. Since founding M-Group in 2006, Geoff has worked with over 35 Bay Area cities. His work includes long range policy planning focused on General Plans, Specific Plans and numerous Housing Elements, and Zoning Codes. Geoff has over five successfully certified and adopted 5th Cycle Bay Area Housing Elements to his credit. His experience also includes downtown revitalization, major commercial, residential, mixed-use and transit-oriented projects. Geoff is a creative problem solver who engages fully with the community in his planning work.

SUNG H. KWON, AICP | *PRINCIPAL PLANNER + DEPUTY PROJECT MANAGER*



Comprehensive project management

Sung has over 15 years of experience as City Planner. His expertise encompasses policy development, environmental analysis, data analysis, and fiscal analysis. Sung is a former Community Development Director and he has directed and managed a wide variety of complex projects throughout the Bay Area and other parts of California. In addition to managing the preparation of the Tulare County Housing Element (5th cycle, 2014-2023), he has also authored a variety of Community Plans and Environmental Impacts Reports. Sung has indirectly managed over 50 staff members (across multiple departments) and consultants for the implementation of a GIS based Permit Tracking System.

In addition to teaching Urban Design at San Jose State University and Cal Poly, San Luis Obispo, Sung has won awards in Outreach, Affordable Housing, Policy Development, Technology, and Marketing. Sung is a creative thinker with a sensible and detail-oriented approach. He thrives on providing innovative, data driven solutions to complex planning issues.

CHRISTINA PAUL, AICP | *PRINCIPAL POLICY PLANNER*

Lead Community Outreach

Christina's professional planning background encompasses a variety of extensive projects including Pacifica's General Plan, YouTube headquarters in San Bruno, Chabot Las Positas Community College District Facilities Master Plan (Hayward/Dublin/Livermore), Downtown Long Beach Associates Strategic Plan, and a Strategic Master Plan for the Trinity River in Fort Worth, Texas. She is a talented project manager and team motivator who emphasizes clear communication, thoroughness and creativity. Christina balances her analytical approach with ingenuity to produce comprehensive, inventive, and forward-thinking solutions. Her urban planning expertise is supplemented by graphic design and GIS skills.

TOM FORD, AICP | *DIRECTOR OF URBAN DESIGN*

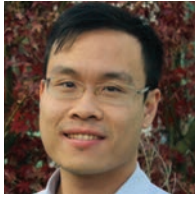
Lead Objective Design Standards

Tom's professional planning career spans more than 20 years and a variety of unique clients, experiences, and locations – both in California and overseas in Asia. Tom will be the Project Manager for the Objective Design Standards effort and will be the City's primary point of contact. Tom previously worked on developing objective design standards for the City of Lafayette. Tom is presently preparing the development standards to implement pedestrian-oriented, mixed-use development along the El Camino Real corridor in Sunnyvale. Tom has a deep portfolio of design guideline experience, from historic, pedestrian-oriented town centers, such as the Irvington Concept Plan for the City of Fremont, to the city-wide Design Standards and Guidelines for the City of Livermore. At a previous firm, Tom was the Project Manager and lead author for the award-winning Designing for Smart Growth: Creating Great Places in the San Diego Region for SANDAG.

PAYAL BHAGAT | *PRINCIPAL PLANNER*

Support Housing Needs Analysis and Site Selection

Payal has been a consulting planner with Menlo Park for over six months working on several large residential projects in the Bayfront area. She has developed a rapport with City staff and understanding of the community which will be invaluable to the the Housing Element process. In addition to her insight specific to Menlo Park, Payal has a wealth of knowledge developed from over 13 years in the planning field. She has an exceptionally strong management background having been lead planner and/or project manager for many projects ranging from zoning code updates to large scale developments. She has frequently served as liaison to commissions, and committees bridging the conversation between departments with her broad planning background and ability to build strong professional relationships. She has developed successful climate action plans, led multi-jurisdiction projects such as the Lawrence Station Area Specific Plan; a transit-oriented development straddling the cities of Santa Clara and Sunnyvale.

JUSTIN SHIU, AICP | SENIOR PLANNER

High level support to preparation of all documents

Justin brings experience in a variety of current and long-range planning assignments. His assignments in long-range planning have included several Housing Elements in the 5th cycle, General Plan progress report preparation, zoning code updates, land use mapping, and development of design guidelines. Justin has played an integral part in developing environmental documents and policy documents for long-range planning projects around the Bay Area. He has worked on the preparation of Initial Studies for a variety of projects and EIR addenda for General Plan Amendments.

BAE TEAM BIOS - SEE APPENDIX B FOR FULL RESUMES

MATT KOWTA, MCP | BAE MANAGING PRINCIPAL

For the past 29 years, Matt has pioneered innovative techniques in economic analysis to meet the challenges of contemporary urban development. Matt oversees BAE operations spanning all five of BAE's offices, supporting clients with expertise in development feasibility and market analysis, affordable and workforce housing, public finance and fiscal impact, and strategic economic development.

STEPHANIE HAGAR, MCP | BAE PROJECT MANAGER

Stephanie provides strong leadership and project management to BAE engagements throughout the western US. She has extensive experience with workforce and affordable housing studies, along with deep expertise in financial feasibility, fiscal impact, economic impact, and market studies. She has completed Housing Element Updates for the cities of Milpitas and Concord, analyzing housing needs, identifying potential housing development sites, evaluating programs and policies, and leading public engagement activities.

CHELSEA GUERRERO, MCP | BAE SENIOR ASSOCIATE

Chelsea brings a strong background in housing and economic development to BAE. She is familiar with econometric statistical modeling and specializes in detailed analysis for public policy planning. Chelsea provides market, feasibility, and fiscal impact analyses for BAE projects throughout California. She has extensive experience preparing market, feasibility, and fiscal impact analyses to inform long-range planning decisions and the evaluation of proposed development projects in the Bay Area.

MIKI KOBAYASHI | *BAE SENIOR ANALYST*

Miki provides high quality research and analytical support for BAE's full range of consulting assignments. Miki's recent experience includes data collection and analysis for a series of General Plan Updates, including for Contra Costa County, Glenn County, and the City of Sacramento, as well as a Real Estate Master Plan Update in Alameda County.

ESA TEAM BIOS- SEE APPENDIX B FOR FULL RESUMES**HILLARY GITELMAN** | *ESA PROJECT DIRECTOR*

Hillary leads ESA's Bay Area Environmental Planning group with more than 25 years of experience working with a variety of Bay Area agencies and organizations for planning and environmental review projects. While at ESA, she has supported project managers responsible for the preparation of EIRs in compliance with CEQA on projects such as the Downtown West Mixed Use Plan in the City of San Jose. While in the public sector, Hillary lead efforts to update Housing Elements for the County of Napa and the City of Palo Alto, and prepare required CEQA documents. Her extensive experience in the public sector and in the preparation of housing elements and CEQA documents will be invaluable to the team.

LUKE EVANS | *ESA CONTRACT LEAD AND PROJECT MANAGER*

Serving as the Project Manager and Task Lead for the Draft Program EIR, Luke Evans brings more than 20 years of experience of environmental document preparation for a wide range of environmental fields. His work on CEQA and NEPA documentation throughout the Bay Area include residential and commercial projects, as well as roadway and transit projects. He was a project manager for similar projects such as the General Plan EIRs for the City of Eureka and County of Humboldt, the Alameda Marina Master Plan EIR, and Grandpark Specific Plan EIR. Over the last few years, Luke has developed a specialty in preparing NEPA and CEQA documents for affordable housing projects in the City of San Francisco and Sacramento, with thousands of units successfully moved through the approval process.

JILL FEYK-MINEY | *ESA DEPUTY PROJECT MANAGER, LAND USE AND PLANNING, PUBLIC SERVICES AND RECREATION*

Jill, the proposed Deputy Project Manager, has assisted in the preparation of several CEQA and NEPA documents in the East Bay for residential, commercial, industrial, transportation and infrastructure projects. Her specialties include air quality modeling/analysis and wetland and jurisdictional delineations. Her role as deputy project manager in previous projects for clients such as the City of Oakland and the City of Mountain View has furthered her technical expertise in CEQA documentation.

HEXAGON TEAM BIOS- SEE APPENDIX B FOR FULL RESUMES

GARY K. BLACK, AICP | *HEXAGON PRESIDENT*

Gary is the President of Hexagon and has over thirty-eight years of experience in transportation engineering. Mr. Black has worked on a number of transportation planning, traffic engineering, parking, and transit studies. He has prepared traffic studies for EIRs for over 100 development and policy projects throughout the Bay Area.

OLLIE ZHOU, T.E. | *HEXAGON VICE PRESIDENT + PRINCIPAL ASSOCIATE*

Since joining Hexagon in January 2014, Mr. Zhou has worked on projects for multiple municipalities and private development throughout the greater San Francisco Bay Area. These projects include travel demand model validation and application for general plan updates and area plans, traffic impact studies, site traffic analyses, parking studies, and multi-modal roadway segment analysis. Mr. Zhou is proficient in TRAFFIX, Synchro, SimTraffic, Cube, ArcGIS, Word, and Excel.



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WORK PLAN OVERVIEW

The process to develop the Housing Element Update is comprised of five major task items which are further detailed by subtasks, optional tasks, and deliverables. The Scope, Budget and Schedule are all structured on the following five prime tasks:

TASK 1 - Project Administration

TASK 2 - Community Engagement Strategy

TASK 3 - Housing Element and Related Work

TASK 4 - Environmental Justice and Safety Element

TASK 5 - Environmental, VMT and Fiscal Reviews

TASK 1 | PROJECT ADMINISTRATION

Task 1.1. Project Kick-off Meeting

M-Group will prepare for and attend a kick-off meeting to exchange information and initiate work on the Housing Element update. During the project kick-off meeting, M-Group will 1) Review the scope of work and schedule and refine with City staff, 2) Discuss project communication and possible meetings with City staff and/or other organizations, and 3) reporting and deliverables, 4) provide a list of data needs. The meeting will also serve to discuss project expectations regarding coordination, reporting, deliverables, community outreach and relevant information. The meeting may be held remotely based on current public health directives.

Deliverable(s): Kick-off meeting agenda and data needs list (electronic copy in PDF)
Meeting Summary (electronic copy in PDF)

Task 1.2. Finalize and Update Schedule

M-Group will prepare a detailed schedule with milestones and dates for completion of tasks. Monthly updates will also be provided in the schedule. In the event of project delays, we will advise the City's project manager on the strategies to correct and mitigate. The schedule will reflect tasks and milestones for certification of the Housing Element to the State HCD by December 15, 2022, and related project components.

Deliverable(s): One (1) final Schedule in MS Excel

Task 1.3. Project Management and Coordination

M-Group will communicate with City staff via telephone, video conferencing, and email throughout the project to ensure objectives and milestones are being achieved. It is assumed that there will be regular meetings (approximately every two weeks) with Planning staff, including staff with other departments and organizations. M-Group will provide regular email progress reports to the City project manager. M-Group and City staff will maintain an online file transfer folder on Box (or other agreed-to platform) for all project materials, which will be accessible to City staff and consultants. We will coordinate with 21 Elements to ensure a cohesive product.

Deliverable(s): Bi-weekly calls with City staff (1 hour each call)
Other scheduled calls/meetings
Agendas for calls/meetings with City staff (electronic copies in PDF)
Call summaries with follow up items (electronic copies in PDF), M-Group staff will type notes during meetings
Set up document sharing folder

Task 1.4. Coordination with HCD

M-Group will coordinate with HCD for the adoption of the housing element throughout the project. M-Group will utilize any HCD consultation work completed by 21 Elements.

Deliverable(s): Written call summaries or correspondence with HCD (electronic copies in PDF)

Task 1.5. Monthly Advisory Group Meetings (Optional)

Creation of an advisory group has both benefits and challenges. We provide the following considerations for the formation of an advisory group:

- Developing an advisory group would take some time. The larger the group the longer it will be to find people to serve on the group. By the time the advisory group is created, the outreach would have started.

- The size of the group is also a consideration. A small group is easier to schedule meetings, while larger group would provide more perspectives. A larger advisory group may be more appropriate for projects that have a longer outreach timeframe.
- Deciding on the makeup of the group is somewhat tied to the size of the advisory group. There may be a variety of people who would like to be on the advisory group, and there may be pressure to make the advisory group too large.
- Time to getting people seated on the group
- Determining the role of the advisory body
- Length of the advisory group's role
- Scheduling challenges depending on the size of the group

Due to the fairly tight schedule, we do not recommend creating a new advisory group. We believe that the Housing Commission could serve as an effective advisory group. The Housing Commission's role and responsibilities are very much aligned with being an advisory group for the Housing Element update. Additionally, utilizing a standing commission rather than creating an ad-hoc committee would save time and budget. The Housing Commission has received recent updates on the RHNA allocation process, ADU policies and other pertinent housing issues. M-Group would provide monthly progress reports to the Housing Commission and gain feedback at their regular or special meetings as necessary. M-Group anticipates that City staff would prepare public notices and agendas while M-Group would prepare meeting memos and/or staff reports for the Housing Commission meetings.

Deliverable(s): Monthly reports to the Housing Commission
Visual presentations (PowerPoint)

TASK 2 | COMMUNITY ENGAGEMENT STRATEGY

M-Group is dedicated to effective community outreach and engagement. We use proven methods and are always developing new tools for engagement, including online tools, videos and physical exercises to broadcast and elicit ideas. We are assuming that initial outreach for this plan will be conducted virtually due to the Covid-19 pandemic. Our outreach approach draws from experience leading and facilitating complex planning processes as well as serving as City staff. Visual tools for envisioning changes to the city will be developed graphically for understanding by everyone. The core team are seasoned facilitators of public meetings who will tailor the approach to speak to a range of audiences through multiple media.

Focused and meaningful community engagement is an integral part of the Housing Element Update process both because it leads to a higher-quality, implementable plan, and because it's required by the State. Government Code 65583(c)(7) requires: "The local government shall make a diligent effort to achieve public participation of all economic segments of the community in the development of the housing element, and the program shall describe this effort." This is a crucial component towards developing inclusive and equitable housing strategies.

M-Group will develop a tailored community outreach program designed to reach all segments of the community, including disadvantaged people and others who find it challenging to engage with local government. Our comprehensive outreach approach could include, but is not limited to community-wide and focus group meetings, website materials, online surveys, and other techniques to ensure broad participation of the affected public, including language interpretation and translated materials.

The following table summarizes the plan to ensure various groups are engaged in the process.

Outreach Strategies

Group	Strategy
Monolingual speakers	<ul style="list-style-type: none"> • Flyers, Survey, and Website provided in Spanish • Individual Phone calls with translation services • Website with translation to a variety of languages • Partner with local advocacy groups on translation services
Lower income groups	<ul style="list-style-type: none"> • Flyers and outreach materials provided to Social Service Providers and advocacy groups • Partner with Religious Organizations as many of these organizations represent a diverse group of people
People of color	<ul style="list-style-type: none"> • Have community outreach meetings in all neighborhoods/Council Districts • Partner with specific local advocacy groups to spread message • Involve local advocacy groups in the public outreach process. This allows for a higher level of trust when the advocacy groups are part of the outreach effort • Partner with local advocacy groups for translation services
Renters	<ul style="list-style-type: none"> • Obtain multifamily building addresses from the San Mateo County Assessors office to provide outreach to renters • Obtain single family home addresses which are not owner occupied. This will list will provide house rentals • Develop a list of ADU addresses to also add to the renters list • City staff can mail bilingual flyers to these addresses
Students	<ul style="list-style-type: none"> • Flyers will be provided to local schools to assist with reaching families with young children • Flyers will be distributed to the local libraries • Flyers will be distributed to local universities and community colleges

Families with young children	<ul style="list-style-type: none"> Flyers will be provided to local schools to assist with reaching families with young children Flyers provided to daycare facilities Flyers will be distributed at the local farmers' markets
Seniors	<ul style="list-style-type: none"> Flyers will be distributed to senior centers, senior living facilities, and local community colleges with adult learning classes Flyers will be distributed to the local libraries
Veterans	<ul style="list-style-type: none"> Provide information to the local US Department of Veteran Affairs
Physically disabled	<ul style="list-style-type: none"> Ensure that all in person meetings are handicap accessible and have handicap parking
Hearing Impaired	<ul style="list-style-type: none"> Provide closed captioning for virtual meetings and sign language translator on-request at in-person meetings
Visually impaired	<ul style="list-style-type: none"> Encourage the use of "Be My Eyes" app

Task 2.1. Community Engagement Plan

In collaboration with City staff, M-Group will draft an innovative and inclusive community engagement plan that emphasizes contacting groups that are traditionally under-represented in a public outreach process, such as non-English language speakers, evening-time workers, people of color, renters, students, businesses, seniors, families with young children, and other groups. The outreach will address affirmatively furthering fair housing (AFFH) opportunities and environmental justice. M-Group will use web-based tools to supplement outreach as part of community engagement. M-Group will work with the City to provide outreach and community engagement that accommodates traditionally hard-to-reach populations within the community.

For all community engagement and public meetings, M-Group will facilitate meetings, as needed, and produce relevant display materials and handouts for the public meetings in English and Spanish. M-Group will also create detailed written meeting notes for distribution. City staff will be responsible for scheduling, coordinating, noticing, facilities, and set-up for the public meetings. The Community Engagement Plan will include a list and all planned outcomes of all expected meetings, event and activities.

Deliverable(s): One (1) electronic copy (MS Word) of the Community Engagement Plan
 One (1) electronic copy (PDF) general fact sheets
 Attend at One (1) Joint Housing Commission/Planning Commission Meeting

Task 2.2. Webpage

M-Group will create and maintain a project web page that collects all comments, GIS resources, project documents, current activities/calendars, surveys, and links to related agencies and non-profits. The webpage will be designed to receive comments from the public throughout the Housing Element Update process, including the Public Review Draft of the Housing Element and Environmental Documents. M-Group will also create and maintain an email distribution list (master contact list) for providing project updates as outlined in Task 2.3.

Deliverable(s): One (1) webpage (in English and Spanish)

Task 2.3. Master Contact List

M-Group will develop and maintain a master contact list for the distribution of materials, meeting notices and announcements. As part of the Master Contact List, we anticipate providing information to various organizations and request that they further distribute information to their individual contact lists. The list will include the Housing Authority of the County of San Mateo, Housing Advocates, Schools, Libraries, Recreation Center, Religious Organizations (in and near Menlo Park), Community Groups, Major Employers, Senior Centers, and Survey respondents.

Deliverable(s): One (1) master contact list in MS excel format

Task 2.4. Partner with Local Non-Profit Community Groups

As part of the overall outreach approach, M-Group will partner with local non-profit community groups and involve them in the outreach program. We would also ask for their assistance with translation services.

Deliverable(s): Involve non-profit community groups in the outreach process

Task 2.5. Social Media

M-Group will create and maintain a Facebook Page in English and Spanish for this project. M-Group will also maintain a Twitter account in English and Spanish for this project. We will periodically provide updates on these social media platforms regarding outreach and project milestones.

Deliverable(s): Two (2) Facebook page (English and Spanish)
Two (2) Twitter accounts (English and Spanish)

Task 2.6. Electronic Media

M-Group will develop email blasts and social media blurbs to provide consistent communication with individuals on the master contact list.

Deliverable(s): Various email blasts and social media blurbs

Task 2.7. Print Media/PDF Utilization

M-Group will utilize flyers prepared by 21 Elements. M-Group assumes 21 Elements will provide flyers in English and Spanish. M-Group assumes that the City will mail out the Flyers or print out hard copies to be distributed to various organizations. Flyers will be used in the following ways:

- M-Group will work with City staff to obtain multifamily building addresses from the San Mateo County Assessor's office to provide outreach to renters. City staff can mail flyers to these renters.
- M-Group will work with City staff to obtain single-family home addresses which are not owner occupied. This will list will show addresses house rentals. City staff can mail flyers to these renters.
- M-Group will work with City staff to get a list of known ADU address to also add to the renters list. City staff can mail flyers to these renters.
- Provided to local schools to assist with reaching families with young children.
- Distributed to senior centers, senior living facilities, and local community colleges with adult learning classes.
- Distributed to the local libraries to be provided to their mailing lists.
- Provided to all religious organizations, as religious organizations can have a spectrum of economic classes.
- Provided to the local US Department of Veteran Affairs
- Provided to Major Employers
- Provided to Daycare Facilities
- Provided to Park and Recreation List
- Provided to Social Service Providers
- Distributed to all individuals and organizational contacts in our Master Contact List.
- Provided to all City facilities including the Belle Haven Neighborhood Service Center
- Boys and Girls Club of the Peninsula (Belle Haven)

M-Group will utilize Posters (in English and Spanish) provided by 21 Elements. We assume City staff can print posters and assist with distributing posters to the following places: Grocery Stores, Goodwill, Walgreens, Menlo Park Library, Post Office, Local Hospitals and Clinics

Deliverable(s): Assist City staff with various tasks regarding the distribution of print material

Task 2.8. General Survey

M-Group will develop a survey in conjunction with City staff to gain information about the community, housing needs, housing related concerns, and issues that may not be readily

evident. This survey will be provided in English and Spanish (with other languages upon request). Results of the survey will be available on the website.

Deliverable(s): One (1) electronic survey (In English and Spanish)

Task 2.9. Housing Introduction Seminar

M-Group will provide a Housing Introduction Seminar online for people who want to understand Housing Issues in Menlo Park. This would be done in conjunction with 21 Elements. This seminar would also outline the major themes of the housing element update.

Deliverable(s): One (1) virtual housing introduction seminar

Task 2.10. Focus Groups

M-Group will work with City staff to identify appropriate community groups or other interest groups to engage as focus groups early in the planning process. We will conduct up to five (5) focus groups for groups up to ten participants as part of the Community Engagement at the beginning of the outreach program. One of the focus groups will include the San Mateo County Housing Authority and housing advocates. Meetings will be visually recorded and facilitated in Miro, an online whiteboarding tool. Real-time polling can be used in these stakeholder meetings.

Deliverable(s): Five (5) Focus Groups
Notes for each stakeholder meeting

Task 2.11. Individual Interviews

M-Group will conduct up to twenty four (24) phone and/or video conference interviews as part of the community outreach. Individual interviews provides for communication with people who may have a difficulty speaking English, and translation services can be provided. Individual phone calls can provide flexibility when contacting people with disabilities. In addition, individuals without reliable internet access may be able to provide comment over the phone.

Deliverable(s): Up to twenty four (24) individual interviews, with translation services
One (1) electronic copy (MS Word) of the notes for each interview

Task 2.12. General Outreach Meetings by Council District

M-Group will conduct up to five (5) general outreach meetings, one for each council district. Possible locations for outdoor outreach meetings could include: Government centers, farmers' markets, parks/outdoor public spaces, schools, community centers, and libraries.

Deliverable(s): Up to five (5) general outreach meetings, with translation services
 One (1) electronic copy (MS Word) of the notes for each meeting interview

Task 2.13. Project Gallery

M-Group will work with City staff to prepare a gallery in a large conference room in the Library or other publicly accessible space (that is handicap accessible) or large room for the project. This would allow people to come and understand the project without internet access. This Gallery will have maps, a project website kiosk, a survey kiosk, comment box, posters, and project schedule. In addition, educational videos from the housing symposium can be provided. People would be able to come as go as is convenient for them during the hours of operation.

Deliverable(s): Assist City staff with setting up and maintaining a project gallery space

Task 2.14. Farmers’ Market Pop-up Booth

M-Group will host four (4) Downtown Farmers’ Market Pop-up booths. The pop-up booths will provide flyers, posters and other information about the housing element update and the outreach program. As an option (not included in this scope), additional pop-ups can be coordinated with the Menlo Park Chamber of Commerce events. To the extent the Belle Haven Market has transitioned to a drive-thru mobile farmers’ market, we would collaborate an appropriate method to participate with them.

Deliverable(s): Host four (4) pop-up booths at the farmers’ markets

Task 2.15. Preliminary Land Use Strategies Descriptions with Housing Commission

M-Group in conjunction with 21 Elements, will provide an overview of site selection and specific strategies to implement the RHNA allocation. We will outline different type of site selection options could including:

- Analyze ConnectMenlo Zoning Changes
- 5th Cycle site Reuse
- Accessory Dwelling Units
- Upzone Downtown/Downtown Parking Lots
- Upzone El Camino Real
- Housing Opportunities at Religious Facilities per AB 1851
- Convert Commercial Zoning to Mixed-Use
- Use micro units on sites less than 0.5 acre
- Upzone single family zones

We anticipate that the Housing Commission and the public will provide comment and feedback on the strategies presented.

Deliverable(s): Presentation at a special Housing Commission meeting for Land Use Strategies

Task 2.16. Housing Workshop

M-Group will develop and lead a housing meeting that would allow people to provide input on where housing should go. This meeting will not be about what the options are, rather this meeting will give people the opportunity to place housing units on the various sites with the strategies outlined at the Housing Commission meeting. We will use online tools such as “Maptionnaire Community Engagement Platform” to gain location-based feedback. We will summarize the comments at the end of the public workshop.

Deliverable(s): One (1) Community Workshop via video conference call, electronic agenda (pdf), and notes (MS Word) from the workshop

Task 2.17. Land Use Meeting with Planning Commission

M-Group present findings of the housing workshop to the Planning Commission. Comments from the Planning Commission would help form the three land use alternatives.

Deliverable(s): One (1) Planning Commission Meeting via video conference call, electronic agenda (pdf), and notes (MS Word) from the workshop

Task 2.18. Preliminary Land Use Alternatives: City Council

Based on the comments from the Housing Workshop and Planning Commission meeting, M-Group will prepare three (3) Draft Land Use Alternatives. These three (3) land use alternatives will be developed in conjunction with the Community Outreach and information provided by 21 Elements. Each land use alternative will have pros and cons for each alternative, a summary of total units achieved, zoning changes, and land use changes that would be required. This meeting would allow the City Council and the Public to provide feedback on the three alternatives. These alternatives would be adjusted appropriately for the Planning Commission Decision on the preferred land use alternative.

Deliverable(s): One (1) City Council Meeting via video conference call, electronic agenda (pdf), and notes (MS Word)

Task 2.19. Preferred Land Use Concept: Planning Commission Meeting

Based feedback on form the City Council Meeting, M-Group will provide three (3) land use alternatives for the Planning Commission. Each land use alternative will have pros and cons for each alternative, a summary of total units achieved, zoning changes, and land use changes

that would be required. In addition, our team will provide fiscal and VMT considerations for each alternative to assist with the decision making.

Deliverable(s): M-Group will assist in the facilitation of a PC workshop to decide on which land use concept to move forward on as the project description

Task 2.20. Draft Environmental Justice and Safety Elements to Planning Commission

M-Group will present the preliminary draft Environmental Justice Element, Safety Element to the Planning Commission for review and comment

Deliverable(s): One (1) Planning Commission Meeting via video conference call, electronic agenda (pdf), and notes (MS Word)

Task 2.21. NOP/Scoping Meeting at Planning Commission

M-Group will attend one Planning Commission meeting for the Notice of Preparation.

Deliverable(s): One (1) Planning Commission Meeting via video conference call, electronic agenda (pdf), and notes (MS Word)

Task 2.22. Draft EIR at Planning Commission

M-Group will attend one Planning Commission meeting for the Draft EIR.

Deliverable(s): One (1) Planning Commission Meeting via video conference call, electronic agenda (pdf), and notes (MS Word)

Task 2.23. Virtual Housing Symposium (Optional)

M-Group will plan and organize an online Housing Symposium to provide information about the process, housing issues, and the Housing Element Update. M-Group anticipates that Elected and Appointed Officials would be involved in the Symposium. Topics discussed at the “Let’s Talk Housing” Symposium could include:

- Housing Affordability
- RHNA Allocation
- Housing Assistance Programs
- Economics of Affordable Housing Construction
- GIS Data Analysis tools
- AFFH
- VMT and Housing

- Q & A Session
- Council Member Message Videos

We could also mix in stakeholder meetings during this symposium. M-Group, with the assistance of City staff, would contact a variety of organizations to be involved in this symposium.

Deliverable(s): One (1) day online symposium to discuss housing issues and potential solutions

Task 2.24. MTC/ABAG Site Selection Tool Assistance (Optional)

M-Group can assist City staff with the data input and use of this online tool as an extension of City staff.

Deliverable(s): M-Group assistance with MTC/ABAG Site Selection Tool

Task 2.25. Walking Tours (Optional)

M-Group can provide walking tours of areas where housing can be placed. Walking tours could include:

- Downtown
- Bayfront area
- El Camino Real
- Other as determined

Deliverable(s): Three (3) walking tours lead by M-Group and City staff

Task 2.26. Outreach Toolkit (Optional)

Local leaders and community ambassadors can help articulate concerns and bright ideas through casual conversations with friends and acquaintances. To capture this feedback, M-Group can train local leaders in running mini-workshops alongside the project team. Outreach toolkits shared with the community can extend the reach of engagement efforts and help identify innovative, place-based solutions to planning issues. M-Group will design the toolkits and train City staff and ambassadors on how to connect with and gather input from a variety of community members. Each toolkit will include an agenda, maps, prompting questions, comment cards, and presentations to be used at various engagement events.

Deliverable(s): Outreach Toolkits will be prepared electronically as a PDF and PDF inserts

Up to Ten (10) printed hard copy outreach toolkits will be provided

Task 2.27. Press Releases (Optional)

M-Group will provide draft three (3) press releases for the following major milestones/events. Press release anticipated include:

1. Outreach Program
2. Information about the Housing Symposium.
3. Information about Land Use Alternative Decision

Deliverable(s): Three (3) draft press releases for City staff in MS Word format

Task 2.28. Outreach App Development Assistance (Optional)

M-Group can assist City staff with finding an app developer for iOS and Android platforms. M-Group can also work the app developer on front end user Interface and functionality of the app.

Deliverable(s): Assistance with Outreach app development (Approximately 60 hours)

Task 2.29. Outreach Videos (Optional)

M-Group can assist City staff to coordinate with video producers for informational videos. M-Group can provide video topics, draft scripts, and presentation material. Costs will be based level of assistance desired for this task.

Deliverable(s): Assistance with Video production

TASK 3 | HOUSING ELEMENT AND RELATED WORK

Task 3.1. Document Review

M-Group will review all applicable City, regional, and State documents pertaining to the Housing Element update, including but not limited to the City’s Comprehensive Plan, Coordinated Area Plans, Zoning Ordinance, building codes, State Memos regarding Housing Element Requirements/Affirmative Furthering Fair Housing (AFFH), and any other City of Menlo Park and State housing policies and programs. We will provide a memo of documents that will need to be updated.

Deliverable(s): One (1) electronic Memo (PDF) outlining documents that need to be updated

Task 3.2. List of Current General Plan Policies and Programs

M-Group will develop a word document of all current General Plan (Connect Menlo) policies and programs by chapter. We will refer to this list for internal consistency with the General Plan and to note if any current General Plan policies needs changes or revisions. The 2015-2023 Housing Element Policies and Programs will be part of this General Plan Policies and Programs list and will be analyzed as part of the 6th Cycle Housing Element Update.

Deliverable(s): One (1) word document of the current General Plan (Connect Menlo) policies and programs

Task 3.3. Review and Evaluation of Current Housing Element

M-Group will work closely with the City staff and 21 Elements to determine the status, effectiveness, and appropriateness of the 2015–2023 Housing Element and the entire General Plan. M-Group will review and evaluate the current 2015-2023 Housing Element and Housing Work Plan to:

- Evaluate the status, effectiveness, and appropriateness of the current housing policies and programs and identify any barriers to implementation
- Evaluate the existing Housing Element in relation to current State housing laws and identify any omissions or deficiencies
- Preliminary analysis on General Plan policies to combat housing discrimination in compliance with the recently adopted affirmatively furthering fair housing state law

Deliverable(s): One (1) electronic copy (PDF) Baseline Report that summarizes the findings and identifies missing information, revisions needed, and critical issues requiring further analysis.

Task 3.4. Review the City's RHNA Allocation

M-Group will review the City of Menlo Park's RHNA allocation. This will include an analysis of previous RHNA construction, existing goals and policies, housing needs and projected needs, and an opportunities and constraints analysis. This will also include preliminary analysis on General Plan policies to combat housing discrimination in compliance with the recently adopted AFFH state law. M-Group will integrate 21 Elements templates and information as a starting point for this review.

Deliverable(s): One (1) Baseline Review report in MS Word and PDF

Task 3.5. Review City's Vacant and Underutilized Land Inventory

M-Group will review the City's vacant and underutilized land inventory based on the 21 Elements inventory. We will augment this information as necessary. The zoning designations, land use designations, and development capacity will be also be assessed.

Deliverable(s): One (1) Electronic table of the vacant and underutilized sites in MS Excel. This table will note Assessor’s Parcel Number (APN), address, size of the parcel, address, Zoning Designation, Land Use Designation, description of existing use, availability of utilities, whether the site is publicly owned or leased, number of units that can currently be accommodated, income category anticipated to accommodate, and whether the site was identified in a previous planning period

One (1) Digital shapefile (ArcGIS) showing each vacant and underutilized site

Task 3.6. Compile GIS Shapefiles for Analysis

M-Group will compile various GIS shapefiles for analysis. Shapefiles will include the 5th Cycle Reuse sites, Infrastructure, Zoning, Creeks, Roads, and Fire Hazard areas. These shapefiles will be provided on the City GIS portal. M-Group will keep a local copy of these shapefiles for our internal processes including site selection and land use alternative development.

Deliverable(s): No specific deliverable

Task 3.7. Use of GIS for Site Selection in the context of AFFH

M-Group will use GIS to ensure lower-income housing sites are not concentrated in low-resourced areas (lack of access to high performing schools, proximity to jobs, location disproportionately exposed to pollution or other health impacts) or areas of segregation and concentrations of poverty. We will also assess:

- Proximity to transit.
- Access to high performing schools and jobs.
- Access to amenities, such as parks and services.
- Access to health care facilities and grocery stores.
- Available locational scoring criteria for Low-income Housing Tax Credit (TCAC) Program funding
- Proximity to available infrastructure and utilities.

Deliverable(s): No specific deliverable

Task 3.8. Prepare Land Use Options in GIS

M-Group will provide the three (3) land use options and the preferred land use option in GIS link so that interested persons can see the options. The preferred land use option will also be provided. These shapefiles will be made available for the City GIS portal.

Deliverable(s): Three (3) land use option shapefiles
One (1) chosen land use option shapefile

Task 3.9. Site Inventory and Regional Housing Needs Allocation (RHNA)

M-Group, in conjunction with information provided by 21 Elements, will prepare a site inventory, map, and analysis clearly illustrating the City's capacity to accommodate the new RHNA. The inventory will identify appropriately zoned sites with necessary infrastructure and services. In keeping with state law, we will document each parcel's realistic capacity and prepare a map showing all identified sites. M-Group will compare the inventory of available land to the RHNA and draft the adequate sites analysis to clearly describe how the City will accommodate the needs of households at all income levels. The Housing Element Land Inventory and Identification of Sites shall be prepared through the lens of affirmatively furthering fair housing.

M-Group will, as needed, incorporate RHNA figures and data calculations as provided by the Association of Bay Area Governments (ABAG) and current demographic data. We will provide the Adequate Sites table and analysis for the Housing Element Update, which will include: analysis of housing opportunities, along with an "adequate sites analysis" showing the relationship between the City's RHNA allocation and the City's dwelling unit capacity, availability of potential housing sites based on zoning, infrastructure, and General Plan policies, requirements, and limitations. M-Group will also work with City staff and 21 Elements to identify potential zoning strategies to address need for additional housing unit capacity.

We will work with the City to determine viable sites based on new State Law requirements, requiring additional analysis for sites smaller than one-half acre, larger than 10 acres, and underutilized sites. We will also identify sites included in the past two housing element cycles that per AB 1397 are now required to allow affordable housing by-right in order to continue to count these sites in the inventory. No annexations will be analyzed as part of the site inventory and RHNA allocation.

If sites under one-half acre need to be utilized to meet the RHNA allocation, we can review the potential for micro units allow for an adequate density on a particular site. We will prepare a conceptual design to determine minimum lot widths. We will review parking standards and the potential need for tiny home building code allowances (such as the use of ship ladders and lower ceiling heights) to provide flexibility in the design. In addition, we will use walking score ranking to further determine suitability of individual sites for micro units. Additional options can be reviewed as needed.

In terms of affirmatively furthering fair housing, the identified sites will be assessed for the ability to replace segregated living patterns with truly integrated and balanced living patterns, transforming racially and ethnically concentrated areas of poverty into areas of opportunity. Site selection will ensure that sites zoned to accommodate housing for lower-income households are not concentrated in lower resource areas and segregated, concentrated areas of poverty, but rather dispersed throughout the community, including in areas with access to greater resources, amenities, and opportunity.

Where sites zoned to accommodate housing for lower-income households are located in lower resource areas and segregated concentrated areas of poverty, incorporating policies and programs in the housing element that are designed to remediate those conditions, including place-based strategies that create opportunity in areas of disinvestment (such as investments in enhanced infrastructure, services, schools, jobs, and other community needs).

Opportunity Sites

- Listing of properties will be identified by:
 - ✓ Address
 - ✓ Assessor Parcel Number
 - ✓ Size of Parcel
 - ✓ General plan land use designation
 - ✓ Zoning designation
 - ✓ For non-vacant sites, a description of the existing use of each parcel
 - ✓ Whether the site is publicly owned or leased
 - ✓ Number of dwelling units that the site can realistically accommodate (including detailing number of units by income category)
 - ✓ Whether the parcel has available or planned and accessible infrastructure
 - ✓ The RHNA income category the parcel is anticipated to accommodate
 - ✓ If the parcel was identified in a previous planning period site inventory
- The site inventory will be prepared using the standards, form, and definitions adopted by HCD.
- If a site included in the inventory is owned by the city, the housing element will include a description of whether there are any plans to sell the property during the planning period and how the jurisdiction will comply with the Surplus Land Act
- Vacant sites zoned for nonresidential use that allow residential development, residentially zoned sites that are capable of being developed at a higher density (non-vacant sites, including underutilized sites), Sites owned or leased by a city, Sites zoned for nonresidential use that can be redeveloped for residential use and a program is included to rezone the site to permit residential use.
- General description of environmental constraints to the development of housing.
- General description of infrastructure (planned/available) including water, sewer and other dry utilities, including availability and access to distribution facilities.
- For non-vacant sites, specify the additional development potential for each site within the planning period and explain the methodology to determine development potential. If Menlo Park relies on non-vacant sites to accommodate 50% or more of its housing need for lower-income households, the “existing use shall be presumed to impede additional residential development, absent findings based on substantial evidence that the use is likely to be discontinued during the planning period.”
- Sites identified for housing development that currently or within the last five years contained residential units occupied by lower-income households, or were subject to an affordability requirement or local rent control policy, must be replaced one-for-one with units affordable to the same or lower income levels.
- Demonstration of zoning to accommodate the housing need for lower-income households.

- Determination of the consistency with affirmatively furthering fair housing (AB 686)
- Map of sites will be included in the inventory.

RHNA Considerations

- Number of units built (i.e., building permits issued).
- Number of units proposed using alternative provisions such as rehabilitation, conversion, preservation or accessory dwelling units (optional).
- Analysis of whether inventory provides for a variety of housing types (Multifamily rental housing, Factory-built housing, Mobile homes, Housing for agricultural employees, Emergency Shelters, Transitional and supportive housing).
- Replacing segregated living patterns with truly integrated and balanced living patterns, transforming racially and ethnically concentrated areas of poverty into areas of opportunity.
- Determination of Adequate Sites.
- Site suitability for lower-income RHNA based HCD best practices
- No Net Loss will be addressed as part of the analysis.

Junior ADUs/ADUs (in conjunction with 21 Elements)

- Analysis of JADU/ADU to meet RHNA numbers, including a description of zoning available to permit ADU/JADUs, development standards and analysis of potential constraints on the development of ADUs. This analysis will also include a plan that incentivizes and promotes the creation of ADUs that can offer affordable rents for very low, low-, or moderate-income households and potential for state grants and financial incentives connected with the planning, construction and operation of affordable ADUs. (Gov. Code § 65583 and Health and Safety Code § 50504.5.)
- The ADU calculation will include a three-part approach: 1) development trends, 2) anticipated affordability (provided by 21 Elements) and 3) resources and incentives. Development trends will consider ADUs permitted in the prior planning period and may also consider more recent trends. M-Group will utilize a rent survey in assessing the potential for ADU/JADUs and affordability. M-group will also describe resources, incentives, policies, programs to encourage ADU/JADUs. (Common approaches include rent surveys of ADUs, using rent surveys and square footage assumptions and data available through the APR pursuant to Government Code section 65400. Resources and incentives include policies and programs to encourage ADUs, such as prototype plans, fee waivers, expedited procedures and affordability monitoring programs.)
- The housing element will include a description of zoning available to permit ADUs, including development standards and analysis of potential constraints on the development of ADUs. M-Group will include programs as appropriate to address identified constraints. In addition, we will include a plan that incentivizes and promotes the creation of ADUs that can offer affordable rents for very low, low-, or

moderate-income households and requires the California Department of Housing and Community Development to develop a list of state grants and financial incentives in connection with the planning, construction.

Deliverable(s): Site Inventory Analysis will be included in the Administrative Draft Housing Element
 Map of sites will be included in the Administrative Draft Housing Element

Task 3.10. Housing Needs Assessment

M-Group will review the Housing Needs Assessment (including special needs) analysis provided by 21 Elements. M-Group will provide a memo with the noting the results of the review and if applicable noting any informational gaps that may need to be filled, particularly in the realm of affirmatively furthering fair housing (AFFH). Specific AFFH components include:

- An analysis of available federal, state, and local data and knowledge to identify integration and segregation patterns and trends, racially or ethnically concentrated areas of poverty, disparities in access to opportunity, and disproportionate housing needs within the jurisdiction, including displacement risk.
- An assessment of the contributing factors for the fair housing issues
- An identification of the jurisdiction’s fair housing priorities and goals, giving highest priority to those factors identified in clause (iii) that limit or deny fair housing choice or access to opportunity, or negatively impact fair housing or civil rights compliance, and identifying the metrics and milestones for determining what fair housing results will be achieved.
- Strategies and actions to implement those priorities and goals, which may include, but are not limited to, enhancing mobility strategies and encouraging development of new affordable housing in areas of opportunity, as well as place-based strategies to encourage community revitalization, including preservation of existing affordable housing, and protecting existing residents from displacement.
- A summary of fair housing issues in the jurisdiction and an assessment of the jurisdiction’s fair housing enforcement and outreach capacity.
- An assessment of the contributing factors for the fair housing issues: Recommended Housing Element Sections.
- An identification of the jurisdiction’s fair housing priorities and goals, with priority to those factors identified that limit or deny fair housing choice or access to opportunity, or negatively impact fair housing or civil rights compliance. This requirement includes identification of metrics and milestones for determining what fair housing results will be achieved.

Deliverable(s): One (1) electronic memo in MS Word or PDF format reviewing the housing needs assessment

Task 3.11. Potential Governmental and Non-Governmental Constraints

M-Group will review the Governmental and Non-Governmental Constraints provided by 21 Elements as an extension of City staff. M-Group will provide a memo noting any informational gaps that may need to be filled.

Deliverable(s): One (1) electronic memo in MS Word or PDF format reviewing the Governmental and Non-Governmental Constraints

Task 3.12. At-Risk Units

M-Group will provide an inventory and analysis of existing affordable units at risk of converting to market-rate during the planning period. This will include:

- At-risk Units: Inventory of at-risk units (10 years from the housing element due date)
- Estimate of replacement versus preservation costs
- Identification of qualified entities and assess risk of loss
- Identification of potential funding

BAE will provide replacement construction cost estimates of at-risk housing as part of Task 5.24.

Deliverable(s): This analysis will be included in the administrative draft housing element

Task 3.13. Housing Objectives, Policies, and Programs

M-Group will work with City staff (and 21 Elements) to prepare the 2023–2031 Housing Implementation Program. This will involve updating goals, policies, programs, and quantified objectives (pursuant to Government Code Sections 65583 et seq.) to address identified housing needs and constraints based on the effectiveness and continued appropriateness of existing programs, information received through public outreach, the analysis of constraints, and findings from the needs assessment. A statement of the community’s goals, quantified objectives, and policies relative to the maintenance, preservation, improvement, and development of housing will be provided. In addition, M-Group will work with 21 Elements on the Missing Middle Analysis.

Programs will describe specific steps for implementation and will identify a time frame and responsible department. Programs will include, but not be limited to, a schedule of actions during the planning period; quantifiable objectives and programs to address housing needs for all income levels, the elderly, veterans, and populations with disabilities, special needs, or experiencing homelessness; and meaningful actions to affirmatively further fair housing. Objectives, Programs, and Policies will reflect community values and needs. Strategies and actions to implement those priorities and goals identified in the housing needs assessment may include, but are not limited to:

- Enhancing mobility strategies and promoting inclusion for protected classes
- Encouraging development of new affordable housing in high-resource areas
- Place-based strategies to encourage community revitalization, including preservation of existing affordable housing
- Protecting existing residents from displacement

M-Group will address significant disparities in housing needs and in access to opportunity, replacing segregated living patterns with truly integrated and balanced living patterns, transforming racially and ethnically concentrated areas of poverty into areas of opportunity, fostering and maintaining compliance with civil rights, and must affirmatively further fair housing.

General Housing Issues

- All new state requirements since the adoption of the existing Housing Element
- Consistency and compliance with the rest of the City General Plan elements and community goals
- Development controls and regulatory incentives
- Working to provide housing opportunities for all county residents, including the elderly, veterans, those with disabilities, the homeless, and other special needs groups.
- Fair housing programs
- Facilitating development of adequate housing and infrastructure to meet the needs of low- and moderate-income households in keeping with the regional fair share allocation
- Mitigating any governmental constraints to providing and improving housing
- Programs to rezone and any other programs needed to address a shortfall of sites to accommodate the regional housing need, if applicable, and any programs included pursuant to Section 65583.2(h) and (i) or carryover obligation pursuant to Section 65584.09.
- Quantified Objectives and Housing Programs: Provide statement of quantified objectives; Maximum number of units, by income group, including extremely low-income of: New construction; Rehabilitation; and Conservation.
- Programs to rezone and any other programs needed to address a shortfall of capacity for housing for farmworkers that could not be accommodated on sites identified in the inventory, if applicable.
- If applicable, programs to facilitate a variety of housing types, including multifamily rental, factory-built housing, mobile homes, housing for agricultural employees, supportive housing, single room occupancy, emergency shelters and transitional and supportive housing.
- Program(s) to promote housing opportunities for all persons. M-Group will update financial and programmatic resources available for affordable housing programs and removal of identified constraints, including local and state funding programs, as well as

private sector resources. M-Group will assess current and potential housing programs to recommend future programs that will support the City's housing objectives.

- Program(s) to preserve at-risk units.
- A program that promotes and affirmatively furthers fair housing opportunities and fair choice throughout the community for all persons regardless of race, religion, sex, marital status, ancestry, national origin, color, familial status, or disability, and other characteristics protected by the California Fair Employment and Housing Act (FEHA), Government Code Section 65008, and any other state and federal fair housing and planning law.

Affordable Housing

- Sources of affordable housing funding
- Preserving and improving existing affordable housing
- Transitional/Supportive Housing
- Inclusionary Housing (Menlo Park's Affordable Impact fee and Inclusionary Ordinance)
- Schedule of specific actions
- Timeline for implementation with a beneficial impact in the planning period; and Identification of agencies and officials responsible for implementing each program.
- Programs to assist in the development of housing for extremely low, very low, low and moderate-income households.
- Programs to address governmental constraints and, where appropriate and legally possible, to remove constraints to the maintenance, improvement and development of housing including JADU/ADUs. This will also include an analysis of Menlo Park's JADU/ADU compliance.
- Program(s) to conserve and improve the condition of the existing affordable housing stock.

Other Requirements

In addition to the programs analysis, M-Group will provide the following analysis as required by State Law:

- Description of general plan consistency and zoning consistency.
- Analysis of construction, demolition and conversion of housing for lower-income households.
- Water and Sewer Priority Analysis.
- An assessment of how Menlo Park will comply with the Housing accountability act.
- An inventory and analysis of opportunities to encourage the incorporation of energy-saving features, energy-saving materials, and energy-efficient systems and design for residential development.

Deliverable(s): This analysis will be included in the Administrative Draft Housing Element

Task 3.14. Administrative Draft Housing Element

M-Group will update the Goals, Policies, and Implementing Programs in the current Housing Element along with the housing need, opportunities, and constraints analysis. The Housing Element shall contain programs specific to the unique needs and challenges facing the City of Menlo Park, and shall satisfy the applicable requirement of the State Housing Law.

Deliverable(s): One (1) electronic copy (PDF and MS Word) of the Administrative Draft Housing Element

Task 3.15. Administrative Draft Land Use Element

Based on the RHNA allocation and the results of the public outreach program, a change to the land use map and changes to the land use densities may be required. M-Group will make those changes, as necessary for one (1) land use concept. M-Group will update Land Use Policies as necessary.

Deliverable(s): One (1) electronic copy (PDF and MS Word) of the Administrative Draft Land Use and Circulation Element (Connect Menlo)
One (1) electronic copy (pdf) of the new land use map, as necessary

Task 3.16. Administrative Draft Zoning Ordinance and Zoning Map

M-Group will provide one administrative draft of the changes to the zoning map and zoning text for the chosen land use plan. M-Group will revise the Zoning Text and Map per City staff comments. M-Group staff will attend one Planning Commission Hearing and one City Council Hearing for the adoption of the revised Zoning Code and Zoning Map.

Deliverable(s): One (1) electronic Copy (MS Word) of draft ordinance language and map

Task 3.17. Public Review Draft Housing Element, Safety Element, Environmental Justice Element, Land Use Element, and Municipal Code Update (Joint Housing Commission/Planning Commission)

City staff will provide M-Group with comments on the Administrative Draft within 21 calendar days for preparation of the Public Review Draft. M-Group will provide two (2) rounds of edits based on City staff review of the Public Review Draft Housing Element, Safety Element, Environmental Justice Policies, Land Use and Community Design Element, and Municipal Code Update based on City staff comments.

Deliverable(s): One (1) electronic copy of the Draft Housing Element (PDF and MS Word) provided to City staff and HCD. City staff will provide copies to the City Council, Planning Commission for review and comment

Task 3.18. Final Draft Housing Element, Environmental Justice Element, Safety Element, Land Use Element, and Municipal Code Update

In response to comments from Housing Commission/Planning Commission, and from public review, M-Group will amend the Public Review Draft Documents and provide the Final Documents (Housing Element, Environmental Justice Element, Safety Element, Land Use Element, and Zoning Code/Map changes).

Deliverable(s): One (1) electronic copy of the Final Documents (PDF and MS Word)

Task 3.19. Housing Commission Meeting (Final Adoption Review)

M-Group will attend one (1) Housing Commission meeting for the recommendation of adoption of the Housing Element and General Plan Amendments. M-Group staff members will be available for each meeting. M-Group will prepare a presentation for the meeting. M-Group will make minor changes to the documents as necessary for this meeting. It is assumed the City staff will prepare staff reports, prepare and distribute notices, and schedule the meeting.

Deliverable(s): One (1) Housing Commission meeting attendance by M-Group staff members
PowerPoint

Task 3.20. Planning Commission Meeting (Final Adoption Recommendation)

M-Group will attend one (1) Planning Commission meetings for the recommendation of adoption of the Housing Element and General Plan Amendments. M-Group staff members will be available for each meeting. M-Group will prepare a presentation for the meeting. M-Group will make minor changes to the documents as necessary for this meeting. It is assumed the City staff will prepare staff reports, prepare and distribute notices, and schedule the meeting.

Deliverable(s): One (1) Planning Commission meetings attended by M-Group staff members
PowerPoint

Task 3.21. City Council Meetings (Final Adoption)

M-Group will attend two (2) City Council meetings for the adoption of the Housing Element, General Plan Elements, and Zoning Changes. M-Group staff members will be available for each meeting. M-Group will make minor changes to the documents as necessary for this meeting. M-Group will prepare a presentation for each meeting. It is assumed the City staff will prepare staff reports, prepare and distribute notices, and schedule the meetings.

Deliverable(s): Two (2) City Council meetings attendance by three (3) M-Group staff members
PowerPoint

Task 3.22. HCD Certification

M-Group shall follow through with assisting the City (in coordination with 21 Elements) in obtaining HCD certification of the Housing Element following its adoption by the City. M-Group will work closely with the City and HCD to ensure the City meets State requirements and will recommend any modifications to the Housing Element, if required, to obtain certification.

Deliverable(s): One (1) Cover letter summarizing changes and final Housing Element for certification

Task 3.23. Objective Design Standards (Optional)

M-Group will prepare Objective Design Standards as needed for sites that are designated for by-right development. These Objective Design Standards could also potentially be weaved into an update for the Menlo Park El Camino Real/Downtown Specific Plan. Updating the Menlo Park El Camino Real/Downtown Specific Plan would require additional budget.

Subtask 3.23.1 Document Review

M-Group will review the General Plan and Zoning Regulations, as well as any other documents identified by City staff. This task will also include field visits and a physical survey of existing housing developments, following all relevant San Mateo County Covid-19 related safety requirements, as well as a review of recent developments in Menlo Park and neighboring communities. Based on a review of these documents and a survey debriefing, M-Group will develop a list of existing design guidance for which objective standards need to be developed. Where necessary, M-Group will develop potential solutions, illustrated by graphic representation and/or recommended development metrics.

Subtask 3.23.2 Staff Meetings

After the land use alternative is chosen, M-Group will work with City staff during a series of up to three (3) meetings to review and discuss how objective development standards would be developed.

Subtask 3.23.3 Stakeholder Meetings

M-Group will hold up to five (5) outreach stakeholder meetings on the objective design standards.

Subtask 3.23.4 Public Review Draft of Objective Design Standards

After receiving comments from City staff, M-Group will provide a public review draft of the Objective Design Standards for review at a joint Housing Commission/Planning Commission meeting.

Subtask 3.23.5 Final Draft of Objective Design Standards

Based on comments and direction from this meeting, M-Group will provide revisions for adoption of Objective Design Standards for City Council Review. M-Group anticipates that the Objective Design Standards will move forward after the adoption of the Housing Element.

Deliverable(s):

- Three (3) meetings with City staff
- Five (5) stakeholder meetings
- Attendance at One (1) joint Housing Commission/Planning Commission Meeting
- Draft Objective Design Standards
- Final Objective Design Standards

TASK 4 | ENVIRONMENTAL JUSTICE AND SAFETY ELEMENTS

M-Group will prepare an Administrative Draft Housing Element (2023-2031) with an implementation program that includes, but not limited to, a schedule of actions during the planning period; quantifiable objectives and programs to address housing needs for all income levels, the elderly, veterans, and populations with disabilities, special needs, or experiencing homelessness; and meaningful actions to affirmatively further fair housing. In addition, M-Group will update the Safety Element, create an Environmental Justice Element, and update the Land Use Element. These updates will follow the timeline of the housing element update. Staff will provide the existing documents in electronic format so amendments and new sections will match the format of the General Plan.

Task 4.1. Administrative Draft Environmental Justice Element (SB 1000)

As of January 1, 2018, cities and counties are required to either adopt an Environmental Justice Element in their General Plan or integrate environmental justice policies and goals into the elements of the General Plan “upon the adoption or next revision of two or more elements concurrently” (Government Code Section 65302[h][2]). With the update to the Safety Element and Housing Element, an Environmental Justice Element or environmental justice policies integrated into the General Plan is required. The City has elected to prepare a stand-alone element. The environmental justice element will be reviewed with the General Plan for internal consistency.

There are disadvantaged communities adjacent to Menlo Park. In addition, we are aware of investment and disinvestment study around the Facebook campus, in particular in the Belle Haven neighborhood.

Subtask 4.1.1. Existing Conditions Memo

As part of this document review task, we will use available online resources to research the underlying issues of pollution exposure, chronic health problems, and other factors leading to the identification of local disadvantaged communities.

As part of preparing the Environmental Justice Element, M-Group will conduct a comprehensive analysis regarding environmental pollution exposure. Using CalEnviroScreen 3.0 and other available resources. We will research the social, economic, and pollution data sets. We will review other environmental and health databases and resources to identify indicators measuring city-wide inclusivity and equity, as well as underlying socio-economic variables including home purchasing power, unemployment rate, educational attainment, and poverty levels.

This memo will also note Environmental Justice element requirements. The background information will be consolidated into a memorandum with a text summary and map information. The memorandum will be submitted electronically to the City for staff review. The City will be responsible for collecting all staff comments into a single document using Microsoft Word's track changes function. This scope and budget assume two rounds of comments and revisions with City staff. M-Group will incorporate these comments into the Environmental Justice Element.

Subtask 4.1.2. Environmental Justice Element

M-Group will prepare an Environmental Justice Element. We anticipate that policy will focus on strategies to reduce pollution exposure and environmental burdens affecting low-income and minority populations, together with improving air quality and minimizing impacts on sensitive population groups. We will also look at collaborative policies (e.g., coordination and funding agreements with other public agencies) to encourage greater access to education and job skills training at all age levels. Goals and policies will address the full range of environmental justice issues of relevance to Menlo Park, cross referencing as appropriate environmental justice concerns that may already be addressed in other General Plan elements. We anticipate Environmental Justice Element topics will encompass:

- Pollution exposure
- Food access
- Access to public parks and other community facilities
- Physical activity and residents' health
- Public transit access
- Reduced impacts of climate change
- Education
- Adequate housing (to parallel policies in the updated Housing Element being prepared during the same time period)
- Civic engagement in decision making

As part of our outreach strategy, M-Group will include the following for Environmental Justice:

- Hold a synchronous community meeting/open house (virtual or in person) focused on EJ issues if in person- encourage local folks to attend, but make it open to the community at large and publicize it well (with Spanish Translation)
- Create an online, asynchronous open house that mirrors the “live” community event (with Spanish Translation)
- Information about how to engage in the GP process and the EJ element will be in the flyer Task 2.7 (with Spanish translation)
- The survey will include questions for specific neighborhoods, that covers EJ questions focused on direct experience and challenges/vision for the future for these specific neighborhoods. (with Spanish translation)
- Include a QR code to the survey in the mailer
- Post posters around the neighborhoods with the QR code and information about the planning process trying to get folks to participate ((with Spanish translation)
- Offer a gift card drawing (i.e. 5-10 \$25 gift cards) to encourage people to participate
- The farmers’ market pop-up will have Environmental Justice related material.

M-Group will prepare an administrative draft Environmental Justice Element, submitted electronically to the City for staff review. The City will be responsible for collecting all City staff comments into a single document using Microsoft Word’s track changes function, from which M-Group will revise the administrative draft.

Deliverable(s): One (1) electronic copy (PDF and MS Word) Existing Conditions / Environmental Justice Element requirements Memo (electronic)
One (1) electronic copy (PDF and MS Word) Administrative Draft Environmental Justice Element

Task 4.2. Administrative Draft Safety Element (SB 379)

M-Group will update the City’s Safety Element to bring it into compliance with recent changes in California General Plan law and to be consistent with SB 379. The safety element will be reviewed with the General Plan for internal consistency. In addition to the safety element, M-Group will provide a memo of safety element requirements.

Residential Development Evacuation Routes

SB 99 now requires jurisdictions to review the Safety Element upon the next update of the Housing Element on or after January 1, 2020 and update as necessary to identify residential developments in any hazard area identified in the safety element that do not have at least two emergency evacuation routes. M-Group will work with City staff and local emergency service providers to identify any such developments and create a map of residential developments that do not have at least two evacuation routes. This map will be included in the Safety Element, along with policies and actions to direct future efforts and funding to provide the necessary evacuation routes for the identified communities.

Climate Adaptation and Resiliency

As required by SB 379, M-Group will address climate adaptation in the Safety Element. M-Group will create a short, easily digestible “state of the science” about historic and future climate hazards, such as flooding and drought, extreme heat events, and wildfires in Menlo Park. Using this climate-related hazard data, M-Group will first prepare a vulnerability assessment describing the potential impacts of climate change on vulnerable physical assets and populations.

The vulnerability analysis will seek to uncover a broad range of direct and indirect climate impacts across key sectors, including infrastructure, buildings, natural systems, economic assets, and populations. The analysis will identify key sectors and their assets exposed to climate hazards, assess the sensitivity and adaptive capacity of each sector, and evaluate the vulnerability of each consistent with the California Adaptation Planning Guide and in alignment with SB 379.

The vulnerability assessment will combine qualitative and quantitative analysis. M-Group will map Menlo Park’s critical infrastructure (e.g., roads and highways, railways, water systems), sensitive population groups and disadvantaged communities (none in Menlo Park), parks and open space areas, and other key assets to better understand exposure to each climate hazard. This spatial/quantitative analysis will be combined with an assessment of existing plans and efforts underway to minimize the impacts of climate change to ascertain vulnerability. Where possible, the relative vulnerability will be mapped for each asset category, using maps in combination with text and tables that provide insight into the vulnerabilities.

The vulnerability assessment will help Menlo Park develop a strong basis for understanding the implications for adaptation planning and will help identify goals, objectives, and actions to include in the General Plan’s Safety Element, among others.

Adaptation and Resilience Strategy

M-Group will develop a set of policies and actions guided by the Vulnerability Assessment that will improve resiliency and reduce or eliminate risks from natural hazards in Menlo Park. M-Group will work closely with City staff to ensure resilience policies and strategies are effective and implementable.

The Adaptation and Resilience Strategy will include suggested projects, programs, and funding sources for natural hazard mitigation and response. The strategy will be developed in coordination with City staff, including the Public Works and Community Development Department, local emergency response providers, State Board of Forestry and Fire Protection, and elected officials.

The Administrative Draft Safety Element will be provided to the California Geological Survey of the Department of Conservation and the State Board of Forestry and Fire Protection for review and comment.

- Deliverable(s):**
- One (1) electronic memo noting safety element requirements
 - One (1) electronic copy (MS Word) of the Administrative Draft Safety Element
 - One (1) complete PDF copy of the Administrative Draft Safety Element

TASK 5 | ENVIRONMENTAL, VMT AND FISCAL REVIEWS

This Task includes the work of our subconsultants; ESA, Hexagon, and BAE.

ESA's proposed scope of work for the environmental review component of the Housing Element Update (HEU), which expands on the scope of work outlined in the RFP. In addition, this section summarizes the general approach to the EIR, as well as the interrelatedness of the various HEU components. The EIR will also need to make note of a number of streamlined processes that have derived from changes to state law since the last cycle.

The City is fortunate in that it has a recently certified EIR for its 2016 General Plan. The General Plan EIR and its supporting studies will form the basis for much of the HEU EIR's environmental setting, so it therefore seems reasonable to present the HEU EIR as a Subsequent EIR to the 2016 General Plan EIR. Where necessary, the information in the General Plan EIR would need to be updated to consider changed conditions and revised regulatory requirements.

Task 5.1. ESA: Project Initiation and Data Collection

We recognize that a number of scenarios are likely to be developed as part of the HEU process. The development of those scenarios will be undertaken as part of the various tasks outlined elsewhere in this proposal. For purposes of the EIR, we assume that the EIR process will not formally commence until those scenarios have been defined and vetted with City decision-makers and the Menlo Park community. We would assume that the following component of the HEU to be essentially settled prior to commencement of work on the project description and the EIR in general:

- Identification of housing opportunity sites;
- Identification of distribution scenarios (alternatives) for additional housing; and
- Identification of amendments to the General Plan's Housing Element, as well as amendments to other elements within the General Plan (Safety, Land Use, new Environmental Justice Element).

To begin the process, ESA will attend the project kickoff meeting with City staff and the rest of the project team. It is expected that all meetings would occur via teleconference. With respect to the EIR, subjects for discussion at the meeting will include, but not be limited to:

- Identify any prior environmental documentation that may be relevant to the HEU, most notably the 2016 General Plan EIR;
- Identify project databases, sources of information, and key contacts;
- Establish and confirm the scope of work, level of analysis, structure of the EIR, budget, schedule, and communication protocols; and
- Identify key issues known to be of concern to agencies, interest groups, and the public.

We assume that the City will provide any site-specific studies prepared to date, exhibits, project description details, and materials for development of the environmental document

at the kick-off meeting. If additional data is required, ESA will submit a memo detailing data needs to the City with recommendations on how best to fill them.

Deliverable(s): Attendance at One (1) kick-off meeting
 One (1) electronic memo (MS Word) detailing data needs

Task 5.2. ESA: Prepare Project Description and Alternatives

At the conclusion of the scenario vetting process, and in concert with City staff and the project team, ESA will prepare a draft project description technical memorandum for City review, which will include: relevant maps; a description of the regional and local setting; the housing element history; project objectives; planning context; population and housing characteristics and trends; opportunity sites; General Plan and/or zoning text/map revisions; potential alternative scenarios; and other information important to provide an understanding the proposed project. The project description will be used as the basis for preparing the Draft Program EIR. Upon receipt of the City’s consolidated comments, ESA will make necessary changes to the project description and submit it for the City’s final review and approval. ESA assumes that two iterations of the project description will be required and that required technical analyses will begin immediately after receipt of the City’s comments on the draft.

Deliverable(s): One (1) electronic copy of the technical memorandum outlining planning and growth assumptions, detailed project description, and alternatives to be analyzed in the Program EIR

Task 5.3. ESA: Prepare Notice of Preparation

ESA will prepare a Notice of Preparation (NOP) that will build from the project description developed as part of Task 5.2 to describe the proposed HEU and the scope of the Program EIR. The NOP will be supported by maps and figures, as appropriate. The NOP will include:

- A description of the HEU and the environmental setting;
- Applicable maps and figures;
- An overview of the topics that will be evaluated in the EIR; and
- An overview of the environmental review and approval processes, including announcement of a public scoping meeting.

ESA will submit an electronic version of the NOP for City review. Upon receipt of the City’s consolidated comments, ESA will make necessary changes to the NOP and submit for the City’s final review and approval. We assume that the City will be responsibility for circulation of the NOP to area stakeholders, though ESA can submit the NOP to the State Clearinghouse through our Sacramento office.

Deliverable(s): One (1) electronic copy of the Administrative Draft NOP package
 One (1) electronic copy of the NOP package for 30-day public review; and Submittal of NOP package to the State Clearinghouse, if requested by the City

Task 5.4. ESA: Conduct Scoping Meeting

ESA will attend an NOP scoping meeting held before the Planning Commission. ESA staff will assist in the preparation of a presentation that will provide an overview of the HEU and the CEQA process. Upon completion of the NOP comment period, we will prepare and submit a scoping report that summarizes the comments and identifies substantive issues warranting additional evaluation in the EIR.

Deliverable(s): Assistance with preparation of meeting presentation
One (1) electronic copy of a scoping report that summarizes comments and responses

Task 5.5. ESA: Conduct Agency Consultation

ESA will informally consult with agencies that provided substantive comments on the NOP. Much of this work would already occur as part of the EIR's preparation, but this task will provide the opportunity to receive more detailed guidance from relevant agencies. Of particular interest will be likely input received from neighboring jurisdictions, utility and service providers, Caltrans, and transit providers.

Deliverable(s): One (1) electronic copy of summarized meeting notes from each meeting/call

Task 5.6. ESA: Prepare Administrative Draft Program EIR

ESA will prepare an Administrative Draft Program EIR in compliance with local requirements, CEQA requirements (Public Resources Code 21000 et. seq), and the State CEQA Guidelines (California Code of Regulations, Section 15000 et. seq).

The scope of the environmental impact analyses in the Draft EIR will utilize the standard list of environmental topics and checklist questions contained within Appendix G of the CEQA Guidelines. Thresholds of significance will be discussed and confirmed with the City prior to the commencement of work. Topics

Aesthetics

ESA will discuss the visual character of the City and the potential visual and aesthetics impacts to surrounding land uses as a result of implementation of the HEU.

Agricultural and Forestry Resources

There are currently no agricultural or forestry resources in the City. Thus, we anticipate that there would be no impact.

Air Quality

ESA will assess the criteria air pollutant emissions likely to derive from implementation of the HEU. The section will include a description of the existing air quality setting for the area. We will present relevant regulatory background information, addressing the federal Clean

Air Act, the California Clean Air Act, and BAAQMD regulations, and policies that could affect the HEU or the air quality analysis presented in the EIR. The air quality assessment will meet the CEQA requirements of the Bay Area Air Quality Management District (BAAQMD) and will be evaluated for consistency with the Bay Area Clean Air Plan: Spare the Air, Cool the Climate (2017 Clean Air Plan).

To the extent required and practicable in a program-level analysis, we will estimate criteria air pollutant emissions from mobile, stationary, and area sources. Emissions will be compared to BAAQMD thresholds for criteria air pollutants. ESA will evaluate local carbon monoxide emissions first based on BAAQMD traffic volume screening criteria and, if necessary, based on modeling to compare to the 1- and 8-hour California standards of 20 ppm and 9 ppm, respectively. We will also evaluate potential odor emissions qualitatively by considering the screening level distances and typical odor sources. However, in general, the uses proposed as part of the HEU are not anticipated to generate substantial odors. If potentially significant impacts are identified related to criteria pollutants or odors, we will develop programmatic mitigation measures to address and reduce the significant impacts.

Pursuant to the recent Friant Ranch decision, the EIR will qualitatively discuss health consequences of ozone precursor emissions that would be associated with the proposed HEU. The explanation will discuss the level of detail needed to provide a meaningful analysis, and contrast that to the programmatic nature of the EIR and the available information and assumptions being used in the analysis.

Because of the location and potential future land uses for the HEU, in terms of residences and other sensitive receptors, a project-level and cumulative assessment of health risks associated with emissions of toxic air contaminants (TAC) will be completed to compare the risks resulting from the project to BAAQMD thresholds, as described below.

Health Risk Assessment

ESA will conduct a refined health risk assessment (HRA) to determine health risks and hazards resulting from TAC emissions from construction and operation of (stationary and mobile sources) of new development under the HEU at full buildout. We will estimate health risks from Diesel Particulate Matter (DPM), and annual average exhaust and dust particulate matter (PM_{2.5}) concentrations at off-site sensitive receptor locations within 1,000 feet of potential HEU opportunity site boundaries. TAC sources are anticipated to include off-road construction equipment, on-road diesel haul trucks, operational vehicle traffic, and operational heavy-duty diesel truck traffic. The HRA will be conducted following methods in BAAQMD's Health Risk Screening Analysis Guidelines and in the Office of Environmental Health Hazard Assessment (OEHHA) Air Toxics Hot Spots Program Guidance. The AERMOD model requires numerous inputs, such as general meteorological data, source parameters, topographical data, and receptor characteristics. Where project-specific information is not available, ESA will use default parameter sets that are designed to produce conservative (i.e., overestimates of) air concentrations. If necessary, ESA will identify mitigation measures to reduce off-site and on-site health risks.

Cumulative Health Risk Assessment

ESA will also prepare a cumulative HRA for the project. For the cumulative HRA, ESA will conduct a survey of the land uses and other TAC emission sources surrounding the potential

development areas to determine the potential nearby sources of PM2.5 and TACs, such as Highway 24 and other major roadways, and any reasonable and foreseeable future developments in the area. ESA will use internet sources including Google Earth, Google Maps, and data from the BAAQMD to survey major sources of PM2.5 and TACs within 1,000 feet of the potential development sites. ESA will rely primarily on the BAAQMD screening tools for permitted stationary sources and highways within the project area to identify nearby sources of TACs and their associated health risks.

Consistent with the BAAQMD Guidelines, ESA will calculate the cumulative lifetime excess cancer risks and annual average PM2.5 concentrations from the project (construction and operation). We will also assess the background cumulative sources in the surrounding area that are within a 1,000-foot radius of the potential development areas. Health risks will be calculated at the Maximally Exposed Individual Sensitive Receptor (MEISR) location for existing off-site receptors. The MEISR will be determined in the project-level HRA described above. If necessary, ESA will identify mitigation measures to reduce cumulative health risks at onsite and offsite receptors.

Biological Resources

The City is generally already developed and is surrounded by areas of existing development. As a result, the HEU is expected to have a minimal effect on local biological resources. Areas of sensitivity within the City limits, such as the wetlands of San Francisco Bay, are assumed to be unavailable for development, and are thus unlikely to be impacted by implementation of the HEU. Key issues that are anticipated, which are common to many urban build projects, include potential effects to nesting birds during construction, the potential effects to wetlands and other waters of the U.S. for parcels near drainages, and consistency with the City's Heritage Tree Ordinance. As part of the analysis in the Program EIR, we will:

- Verify existing biological studies relating to the project area and determine the applicability of the biological analysis in other planning and site-specific CEQA documents for the region.
- Consult with the California Department of Fish and Wildlife California Natural Diversity Database, as well as California Native Plant Society publications.
- Obtain additional information on special-status species, natural communities of concern, and permit requirements through the U.S. Fish and Wildlife Service "Information for Planning and Consultation" (IPaC) online system.
- Summarize and evaluate federal, state, and local policies and regulations as they pertain to biological resources in the area.
- Identify any potentially significant impacts to biological resources, and recommend measures that would reduce impacts to less-than-significant.

Cultural Resources

Portions of the City are located in an area known for a high sensitivity for prehistoric archaeological resources; numerous burials and occupation sites have been identified in Menlo Park. The City also contains numerous local historic built-environment resources, some of which have been listed on national and state registers. Therefore, consistent with General Plan Goal OSC-3: Protect and Enhance Historic Resources, and Policy LU-7.8: Cultural

Resource Preservation, the Program EIR will characterize potential impacts to archeological resources, historic architectural resources, human remains, and tribal resources.

ESA will provide measures to avoid, minimize, or mitigate potential impacts to these types of resources. Mitigation measures could include project planning requirements to avoid areas of high archaeological sensitivity; requirements for subsurface investigations in known sensitive areas to identify resources prior to project construction; monitoring during construction; and data recovery efforts through scientific research and/or consultation with Native American tribes. For historic resources, in addition to compliance with the Secretary of the Interior's Standards, mitigations may include additional resource surveys and evaluations, documentation and interpretation plans, and building relocation. As part of the Program EIR's preparation, ESA will:

- Review City documents and conduct a records search at the Northwest Information Center of the California Historical Resources Information System to identify known cultural resources in the planning area;
- Identify areas of archaeological and historic sensitivity utilizing existing planning documents, geologic maps, soil studies, historic maps, and previous archaeological and historic studies;
- For historic architectural resources, the effort above will be augmented with a reconnaissance-level survey to assess the architectural character of the area and relative potential for additional historic resources; no formal survey ("DPR" forms) will be prepared.
- Contact the Native American Heritage Commission to request information on any known sacred sites within the vicinity of the planning area and to request a list of contacts for Native American tribes who may have an interest in the planning area. In compliance with Assembly Bill 52 and Senate Bill 18, on behalf of the City, ESA can prepare a certified letter to each of the NAHC-listed contacts, requesting information/comments regarding any Native American cultural resources that may be of concern.
- Identify any potentially significant impacts to cultural resources, and recommend measures that would reduce impacts to less-than-significant.

Energy

ESA will consider the increase in energy resources associated with the implementation of the HEU. This analysis will consider the potential for any significant direct, indirect, and cumulative energy impacts, and associated mitigation measures. The section will be closely coordinated with the project description and GHG analysis to ensure the project and associated environmental effects are consistently characterized.

Geology, Paleontology, and Mineral Resources

The key geology issues of concern in the region are the presence of nearby active and potentially active faults. The San Andreas Fault, located just west of the City, has had destructive earthquakes in historic time, as have other nearby regional faults. In addition, areas of high liquefaction potential are present in areas of the City near San Francisco Bay and San Francisquito Creek. As part of the Program EIR's preparation, ESA will:

- Review reports, maps, and data published by the USGS, CGS, Natural Resources Conservation Service, and other sources to identify and summarize geologic, seismic, and soil conditions, and paleontological resources within the program area and develop a comprehensive understanding of the potential risks from seismic events, unstable soils, and other CEQA Appendix G criteria.
- Identify the relevant regulations and codes that would apply to construction and operation of projects within the program, and determine the manner and extent to which compliance would address potential impacts.
- Describe methods to manage stormwater to prevent erosion; and determine if, where, and to what extent geologic hazards to structures would remain after compliance with building codes and geotechnical recommendations.
- Identify which, if any, impacts are significant, and present mitigation, where applicable and feasible, to reduce the impacts to below applicable significance thresholds.

Greenhouse Gas Emissions

The Greenhouse Gas Emissions (GHG) section will include the current setting, regulatory background, impact analyses, consistency with applicable GHG significance thresholds and guidance, and mitigation. Short-term emissions due to construction and long-term operational emissions will be evaluated using CalEEMod and other tools. The information contained in the project transportation and traffic analysis will be used to estimate transportation-related GHG emissions. The evaluation will also consider other aspects of construction and operation of likely new housing, including energy consumption, water consumption, and solid waste generation, that would contribute to emissions.

The project's GHG emissions will be compared to applicable GHG significance thresholds and BAAQMD CEQA guidance for assessing emissions from land development and stationary sources. Additionally, the project will be assessed for consistency with the state's 2017 Climate Change Scoping Plan Update for achieving the statewide GHG target mandated by SB 32, the San Francisco Bay Area's Sustainable Communities Strategy/Regional Transportation Plan (Plan Bay Area 2040), the San Mateo County Climate Action Plan, and the City's Climate Action Plan. If applicable, ESA will identify measures to mitigate any adverse impacts.

Hazards and Hazardous Materials

The primary hazards and hazardous materials issues would be previous uses of the properties where development could occur under the HEU, as well as nearby properties, and whether any residual contamination may be present that would affect the construction or operation of projects within the program. Numerous sites within the City have undergone cleanup treatments, several are currently undergoing treatment, and several others have had restrictions placed on them which may limit the types of future development that can occur. These types of occurrences are not unusual in an urban area, but they can interfere with future development opportunities. Portions of the City's southern perimeter are also adjacent to fire hazard severity zones.

ESA will discuss the potential for amendments of the City's Safety Element pursuant to Government Code Section 65302.15(b) with City staff and will address the potential hazards and hazardous materials-related impacts of the proposed HEU and any concurrent general plan amendments in accordance with CEQA requirements. As part of this effort, ESA will:

- Describe the setting of environmental conditions using available information, with a focus on the housing opportunity sites.
- Identify the relevant regulations and codes that would apply to construction and operation of the program, and determine the manner and extent to which compliance would address potential impacts.
- Identify which, if any, impacts are significant, and present mitigation, where applicable and feasible, to reduce the impacts to below applicable thresholds.

Hydrology and Water Quality

The key hydrology and water quality issues of concern for the HEU would be water quality impacts during construction, and the presence of 100- and 500-year FEMA flood hazard zones within the City. As part of this effort, ESA will:

- Review reports, maps, and data published by the state, county, FEMA, and other sources to identify and summarize hydrologic and water quality conditions in the program area, with a focus on the housing opportunity sites.
- Identify the relevant regulations and codes that would apply to construction and operation of projects within the program, and determine the manner and extent to which compliance would address potential impacts. This will include discussing how the state Construction General Permit, local MS4 permit, and low impact development (LID) requirements would address erosion and runoff issues. The degree to which such requirements will reduce potential effects and any additional actions that might be required will receive careful consideration.
- Describe program methods to manage stormwater, and determine if, where, and to what extent impacts would remain after compliance with standard codes and geotechnical recommendations.
- Identify which, if any, impacts are significant, and present mitigation, where applicable and feasible, to reduce the impacts to below applicable thresholds.

Land Use and Planning

The analysis of land use impacts will evaluate the HEU's consistency with existing land use plans and zoning. This section will discuss the existing land use and planning setting and the potential for environmental impacts associated with the HEU and identify mitigation measures, where appropriate. It will also discuss the General Plan Amendment associated with implementation of the HEU and identify any potential environmental issues.

Noise and Vibration

The analysis will focus on noise and vibration levels generated by construction activities as well as from increases in traffic volumes due to potential build-out under the HEU. Noise and vibration levels will be determined relative to the City's applicable noise level criteria in Chapter 8.06 of the City's Municipal Code and General Plan Noise Element.

ESA will prepare a noise analysis that will describe the noise impacts resulting from construction and on-site noise levels associated with existing and future traffic on local roadways, as well as noise from Caltrain operations. ESA will compile an inventory of existing long-term noise data from the 2016 General Plan EIR and other recent CEQA documents for developments

within the City to the extent possible. Traffic noise on local streets generated by vehicles will be quantitatively assessed using algorithms of the federal Transportation Noise Model. The noise analysis will identify nearby sensitive receptors—primarily residences—and assess impacts on these receptors. The analysis will also provide estimations of potential exposure to noise and vibration levels at various distances from construction and transportation sources; any findings of impact; and the need for any mitigation measures, if necessary.

Population and Housing

The HEU will include programs to increase housing within the City and, as a result, it is anticipated that population would increase. ESA will evaluate the potential for the HEU to directly or indirectly induce population, housing, and employment growth within the City. The evaluation will rely on information within the General Plan, other City sources, Census data, and projections provided by ABAG, and will evaluate the HEU's effects, particularly those that would translate to significant physical impacts on the environment.

Public Services and Recreation

The HEU would include programs that could increase population growth and demand for public services, including fire protection, police protection, schools, parks, and other public facilities such as libraries. ESA will evaluate whether the expansion of these services under the HEU would result in any direct or indirect physical changes to the environment.

Transportation and Circulation

Using the vehicle miles traveled (VMT) and transportation impact analysis prepared by Hexagon Transportation Consultants, ESA will prepare the Transportation/Traffic section of the EIR. The analysis of transportation impacts will be conducted consistent with the City's adopted VMT methodology and thresholds. As an optional task, Hexagon can provide an intersection LOS analysis in a stand-alone report, separate from the environmental impact analysis, that could be used to evaluate conformance with the City's performance policies.

The analysis of Transportation/Traffic Impacts will include the following analysis topics:

- Impacts attributable to vehicle miles traveled (VMT) generated by the project, consistent with the City's adopted VMT methodology and thresholds. Hexagon will conduct the VMT analysis based on the ConnectMenlo Travel Demand Model.
- Impacts to bicycling, walking and transit.
- Comparison of transportation impacts for up to three scenarios.

Where potentially significant transportation impacts are identified, the Transportation/Traffic section will identify feasible mitigations which could include transportation demand management (TDM) measures to reduce VMT.

Tribal Cultural Resources

As stated previously under Cultural Resources, ESA will assist the City in preparing AB 52 letters. ESA assumes that the City will conduct consultation with tribal representatives who have requested notification of projects within the City. Effects of the HEU on identified resources will be evaluated.

Utilities and Service Systems

The HEU would include proposed programs that could increase population growth and demand for utilities and services systems, including water, wastewater, stormwater drainage, electric power, natural gas, telecommunication systems, and solid waste. ESA will evaluate whether any direct or indirect physical changes to the environment would result as to utilities and service systems. No Water Supply Assessment (WSA) will be prepared, however ESA will consult with several service providers regarding water and wastewater services to the City.

Wildfire

According to the City 2016 General Plan EIR, portions of the City’s southern perimeter are also to moderate and high fire hazard severity zones in a State Responsibility Area. ESA will evaluate whether the implementation of the HEU would result in any direct or indirect physical changes to the environment. (Also see Hazards and Hazardous Materials section above.)

Alternatives

In addition to the No Project Alternative, the EIR will evaluate up to three additional alternative development scenarios. The analysis will be qualitative for most issues, but will be quantified for issues where it is reasonable to do so (i.e., air quality, transportation). The selection of alternatives for inclusions in the EIR will occur in coordination with the City, and will be primarily directed towards alternatives that anticipate potential policy options that could lessen identified significant impacts associated with the HEU.

Deliverable(s): One (1) electronic copy of the Administrative Draft EIR

Task 5.7. ESA: Prepare Public Draft Program EIR

ESA will revise the Administrative Draft Program EIR to reflect the City’s recommended changes, and will prepare a Final Screencheck EIR for final review by the City prior to public circulation. After any minor changes, this version of the document will constitute the Public Draft Program EIR and will be distributed for a 45-day public review period.

ESA will prepare the Notice of Completion (NOC) and Notice of Availability (NOA), and will assist the City in distributing the Draft Program EIR to the public. Per the requirements of the RFP, ESA staff will participate in a public hearing during the Draft EIR’s circulation period.

Deliverable(s): Fifteen (15) hard copies of the Draft Program EIR
One (1) electronic copy of the Draft Program EIR

Task 5.8. ESA: Prepare Responses to Comments

We assume that a moderate number of comments will be received, and that the draft responses will be able to be prepared per the schedule and budget provided. ESA will review the comments and coordinate with the City to discuss issues raised and establish an approach for responding to comments. If the number or complexity of comments cannot be

responded to with the time and budget provided, we will share this information with the City and discuss additional schedule and budget requirements, if needed. ESA will then prepare a draft response to comments document and submit it to the City for review.

Deliverable(s): One (1) electronic copy of the draft response to comments

Task 5.9. ESA: Prepare Final Program EIR, Findings, and Mitigation Monitoring and Reporting Plan

ESA will prepare a Final Program EIR and Mitigation Monitoring and Reporting Plan (MMRP) The Final EIR will consist of:

- Comment letters received during the public review period, with responses.
- Any changes, corrections, or modifications to the Draft Program EIR resulting from the comments received (one round of City review assumed).

The draft MMRP will contain a list of mitigation measures to be adopted as part of project implementation, identify responsible parties for mitigation implementation, as well as those responsible for monitoring and enforcement (one round of City review assumed).

- A summary of findings, as required by CEQA (one round of City review assumed). It is assumed that the City will prepare any accompanying resolutions to the findings and the adoption of the HEU.
- ESA will also prepare a Notice of Determination (NOD), for delivery to the County Clerk and the State Clearinghouse.
- The ESA project director and project manager will attend one public hearing as part of the EIR’s certification process.

Deliverable(s): Five (5) hard copies of the draft Final Program EIR, Findings, and MMRP
 Notice of Determination
 One (1) electronic copy of the draft Final Program EIR, Findings, and MMRP
 Notice of Determination

Task 5.10. ESA: Project Coordination Meetings and Project Management

ESA’s Project Manager will be the task leader for all tasks identified in this scope of work, and will oversee preparation of each component of the environmental analysis, coordinating interaction between the City and ESA staff. ESA’s Project Director and Project Manager will be available to work with the City on the strategy and design of the CEQA process and documents, and will provide internal quality control for the environmental document.

For purposes of budgeting for this task, we have considered the overall project duration (12 months) and have assumed a set number of meetings during that period, together with

a monthly hourly average for project management purposes. We have assumed that all of the project team meetings will occur via video or teleconference. We have assumed that meetings will occur on a monthly basis (12 months), though we recognize that during certain periods more frequent meetings may be required. To that end, we have provided budget for up to 16 meetings with up to 4 hours allotted for each to account for preparation, meeting, and coordination time. We have also provided time to account for occasional attendance by ESA’s project director and technical specialists as the need arises. For purposes of general project management duties, we have allotted 6 hours monthly for this purpose.

Deliverable(s): Attendance at sixteen (16) meetings including a kick-off meeting

Task 5.11. Hexagon: Travel Demand Model

Pursuant to SB 743, Vehicle-Miles Traveled (VMT) replaces intersection LOS as the transportation impact criteria for CEQA purposes. VMT is calculated by the multiplication of the project trip generation and the average trip length. Hexagon proposes to utilize the Connect Menlo Travel Demand Model to conduct the VMT analysis. The model uses socioeconomic inputs and various mathematical models to estimate project trip generation and average trip length.

Deliverable(s): No specific deliverable

Task 5.12. Hexagon: With-Project Land Use and Roadway Network

Hexagon will rely on City staff to provide input on the locations and numbers of households as well as any potential roadway network improvements to be analyzed under the “with-project” scenario. Hexagon will convert this information into model-ready inputs for evaluation.

Deliverable(s): Memo documenting decisions

Task 5.13. Hexagon: Evaluation of 3 Preliminary Alternatives

Hexagon will evaluate 3 preliminary HEU alternatives. Hexagon will set up the model inputs (land use, roadway network) specific for the 3 alternatives based on City staff input. VMT analysis will be run for existing and cumulative scenarios with and without the project, separately for all 3 alternatives. Hexagon will document our findings in a memorandum.

Deliverable(s): One (1) electronic memo outlining analysis of the three preliminary land use alternatives

Task 5.14. Hexagon: VMT Analysis

Existing VMT and Existing plus project VMT will be evaluated. A VMT impact discussion will be provided based on City’s VMT impact criteria. Cumulative no project and Cumulative plus project VMT will also be evaluated. A Cumulative VMT impact discussion will also be provided as necessary.

Deliverable(s): This task will be completed as part of the traffic impact analysis report

Task 5.15. Hexagon: Bicycle, Pedestrian and Transit Facilities

Hexagon will qualitatively evaluate the proposed Housing Element Update’s potential impacts on City’s existing and planned bicycle, pedestrian and transit facilities. Hexagon will also identify any potential conflicts with City’s adopted policies on bicycle, pedestrian and transit facilities. Potential mitigation strategies would be identified in coordination with City staff.

Deliverable(s): This task will be completed as part of the traffic impact analysis report

Task 5.16. Hexagon: Potential Mitigation Strategies

If the analysis identifies potential VMT impacts, Hexagon will coordinate with City staff to determine the appropriate mitigation strategies to eliminate the potential VMT impacts.

Deliverable(s): This task will be completed as part of the traffic impact analysis report

Task 5.17. Hexagon: Meetings

The fee estimate includes Hexagon staff attendance at five staff meetings in connection with the project. Attendance at public hearings is not part of the main scope.

Deliverable(s): Attendance at five (5) meetings with City staff and M-Group

Task 5.18. Hexagon: Traffic Impact Assessment

Hexagon will summarize findings and a write-up of the existing multimodal transportation conditions will also be included. Hexagon Transportation Consultants will respond to editorial comments on the draft and prepare a final TIA report.

Deliverable(s): One (1) electronic draft traffic impact analysis report
One (1) electronic final traffic impact analysis report

Task 5.19. Hexagon: Data Provisions for Other EIR Analysis

Hexagon staff will provide any requested transportation data to other EIR consultants.

Deliverable(s): No specific deliverable

Task 5.20. Hexagon: Response to EIR Comments

Hexagon will respond to transportation-related comments on the Draft EIR.

Deliverable(s): Assistance to response to comments regarding transportation related comments

Task 5.21. BAE: Kick-off Meeting

BAE will attend a kick-off meeting with City staff and the rest of the consultant team to discuss project expectations regarding coordination, reporting, deliverables, community engagement, and relevant information. As a part of this task, BAE will review relevant documents and other background information pertaining to the Housing Element Update and the related fiscal impact analysis.

Deliverable(s): Attendance at one (1) kick-off meeting

Task 5.22. BAE: Public Study Sessions and/or Hearings

BAE will attend up to six public study sessions and hearings (e.g., Housing Commission, Planning Commission, and City Council meetings) related to the Housing Element Update. BAE will present findings, respond to questions, and receive comments related to the fiscal impact analysis and affirmatively furthering fair housing analysis, and will prepare presentation materials as needed.

Deliverable(s): Attendance at six (6) public study sessions/hearings

Task 5.23. BAE: Affirmatively Furthering Fair Housing (AFFH) Data and Analysis

BAE will assist with the preparation of the Housing Element by conducting analysis to address the new requirements under AB 686 to affirmatively furthering fair housing. This will include analysis of available federal, state, and local data and knowledge to identify integration and segregation patterns and trends, racially or ethnically concentrated areas of poverty, disparities in access to opportunity, and disproportionate housing needs within the jurisdiction, including displacement risk. BAE will also request information on fair housing complaints from the HUD Office of Fair Housing and Equal Opportunity and the California Department of Fair Employment and Housing, as well as any information available from local fair housing service providers. BAE will also request information regarding hate crimes from the Federal Bureau of Investigations and the Menlo Park Police Department. BAE will also request information from the City of Menlo Park regarding the availability of fair housing services, education, and outreach, and will review the most recent Assessment of Fair Housing for the City. Based on the findings from this analysis, BAE will provide input on the Housing Element sites inventory and policies and programs to address affirmatively furthering fair housing requirements. This analysis will also inform the Environmental Justice Element of the General Plan.

Deliverable(s): No specific deliverable

Task 5.24. BAE: Cost to Replace At-Risk Units

BAE will estimate the total cost of producing new rental housing to replace any assisted units that are identified as being at risk of conversion from low-income use during the next ten years, as well as the cost to preserve these units. BAE will review applications submitted to the California Tax Credit Allocation Committee (TCAC) to identify new construction and rehabilitation projects in or near Menlo Park that are comparable in size and rent levels to any units that are at risk of conversion. BAE will review the construction cost information provided in the TCAC applications for these projects to identify the typical cost associated with replacing or preserving units similar to those that are at risk of conversion.

Deliverable(s): Provided as part of the administrative draft housing element

Task 5.25. BAE: Fiscal Impact Analysis

BAE will conduct a fiscal impact analysis that will provide a detailed estimate of the net fiscal impacts that each land use strategy will have on the City of Menlo Park as well as key special districts that serve the areas that would be affected by each strategy. This analysis will evaluate the revenue and cost implications of up to three (3) land use strategy alternatives for the City, the Menlo Park Fire Protection District, the school districts that serve Menlo Park, the San Mateo Community College District, the San Mateo County Office of Education, the Midpeninsula Regional Open Space District, and the Sequoia Healthcare District.

BAE will estimate the General Fund revenues that each land use strategy will generate for the City of Menlo Park on an annual basis, including property tax, sales tax, business license fees, utility user tax, franchise fees, and any other applicable revenues. In addition, BAE will estimate one-time revenue from the impact fees that would apply to the development associated with each land use strategy. BAE will also estimate the annual City of Menlo Park General Fund operating expenditures associated with providing City services under each land use strategy, including police, public works, recreation and library services, and general government services. The analysis of operating costs will identify fixed and variable City service costs to determine the portion of City service costs that would need to increase to maintain current service levels as the City's population grows. Fiscal impacts will be presented in current dollars on a net annual and cumulative basis over a 20-year period.

BAE will also estimate the property tax revenue and other revenue sources that each land use strategy will generate for the special districts that serve Menlo Park, as well as General fund operating expenditures for special districts that provide services to the City. This analysis will focus on annual operating revenues and expenditures rather than one-time capital costs. For the school districts, BAE will estimate the cost to serve new elementary, middle, and high school students resulting from each strategy based on each school district's estimated student generation rates. If requested by City staff, BAE will conduct phone interviews or prepare questionnaires to contact representatives from the Menlo Park Fire Protection District and the school districts that serve Menlo Park to assess existing capacity, potential facility and equipment needs, and the potential impact of each land use strategy.

BAE will prepare and submit a Draft Fiscal Impact Analysis report that will include a concise and highly-accessible executive summary. Following receipt of a single set of consolidated

comments on the draft report, BAE will make modifications to the draft report as needed and prepare a draft for public review.

Deliverable(s): One (1) administrative draft electronic Fiscal Impact Analysis Report in MS Word
One (1) final electronic Fiscal Impact Analysis Report in MS Word

Task 5.26. Hexagon: Additional Public Hearing Attendance (Optional)

As an optional task, Hexagon staff will attend public hearings upon request.

Deliverable(s): Attendance at public hearings upon request

Task 5.27. Hexagon: VMT Training Session (Optional)

As an optional task, Hexagon staff will coordinate with the project team to host a 1-hour VMT training session. This task includes Hexagon staff time to understand the specific needs for this training session, put together the training material, time, and host the event.

Deliverable(s): One (1) 1-hour long VMT training session

Task 5.28. Hexagon: Intersection Analysis (Optional)

As an optional task, Hexagon will provide intersection LOS analysis in a stand-alone report, following City’s intersection analysis guidelines to ensure conformance with City’s performance policies. Since the project description is still pending, the detailed scope and budget associated with the intersection analysis will be determined in consultation with City staff.

Deliverable(s): Based on the project description, a LOS analysis can be provided as an optional task

Task 5.29. BAE: Learning Session on Residential Development Economics (Optional)

BAE will host a one-hour education session on the economics of residential development in Menlo Park. BAE will prepare educational materials that provide an overview of the financial factors that affect market-rate and affordable residential development feasibility, including construction costs, financing sources, required developer returns, and project revenues. BAE will lead a presentation and discussion on these topics to build awareness of the factors that affect residential development feasibility. BAE’s budget for this task assumes that this discussion will use order-of-magnitude estimates of construction costs and will not require detailed development proformas to analyze specific prototypes

Deliverable(s): One (1) 1-hour training session on Residential Development Economics

Task 5.30. BAE: Development Feasibility Analysis of Potential Site Strategies (Optional)

BAE understands that, as part of the City's Housing Element Update process, 21 Elements will work with the City of Menlo Park to identify strategies to respond to any gaps between the City's RHNA and the inventory of existing sites. As an optional task, BAE will conduct a development feasibility analysis to evaluate the effectiveness of the strategies that 21 Elements identifies facilitate residential development and address the site inventory gap. Strategies that could be evaluated include rezoning of sites and changes to development standards.

To conduct the development feasibility analysis, BAE will work with 21 Elements and City staff to identify strategies to be evaluated and to develop residential development prototype projects that each strategy would support. BAE will then prepare static proforma financial models to evaluate up to four prototype projects to determine whether each prototype is financially feasible based on the identified strategies. The proforma models will identify all construction costs, land costs, required developer returns, project revenues, and other factors that affect financial feasibility to determine whether the prototype projects are financially feasible. If any of the prototype projects are found not to be financially feasible, BAE will identify factors that have a negative impact on feasibility and recommend changes to the strategies identified by 21 Elements as appropriate.

Deliverable(s): One (1) electronic copy of a development feasibility analysis

Task 5.31. BAE: Additional Public Hearing Attendance (Optional)

As an optional task, BAE staff will attend public hearings upon request.

Deliverable(s): Attendance at public hearings upon request



SCOPE ASSUMPTIONS

M-GROUP SCOPE OF WORK ASSUMPTIONS

1. City staff will prepare all staff reports.
2. City staff will provide and distribute all notices.
3. This scope of work assumes three concepts will be introduced and one land use concept will be chosen to address the RHNA Allocation. If additional concepts are required, a budget adjustment would be required. In addition, more than one land use concept is to be fully analyzed, a budget amendment will be required.
4. City will be available for coordination with M-Group on a consistent basis.
5. M-Group will coordinate with the City to ensure that all records and past reports relevant to the project area including previous environmental review documents, technical reports, etc., are obtained and referenced.
6. All project materials, technical studies, etc., will be provided promptly and will not undergo substantial modifications once authorization to proceed has been issued.
7. City staff will assemble and provide M-Group with all responses received through the initial noticing and referral process.
8. This scope of work assumes that no additional technical studies would be required.
9. The City will provide all administrative comments in one consolidated document using the track changes function in word.
10. This proposal provides for CEQA lead agency review and determination. No regulatory permits, agreements or approvals are included in this proposal.
11. The scope of the zoning changes assumes minimal edits to the existing zoning code.

12. Only documents provided to the City of Menlo Park would be considered proprietary work products belonging to the City of Menlo Park.

ESA SCOPE OF WORK ASSUMPTIONS

A key assumption of our scope, particularly as it relates to the schedule, is that the conceptual planning component of the proposed HEU will be sufficiently advanced to allow our team to begin work immediately upon project initiation. Other assumptions include the following:

1. No substantial revisions to the project description or alternative scenarios will be made once they are accepted and analysis begins. Substantial changes resulting in rework could affect the project schedule and require an augment to the budget.
2. The number of rounds of review and revision will be limited to those noted in the above scope of work.
3. We have made estimates of the level of effort required to prepare the various iterations of the response to comments and Final EIR based on our professional experience and knowledge of the issues at this time. We have estimated a reasonable level of effort for these tasks. Our estimate does not, however, represent a conservative or “worst case” estimate of effort that could be required if highly complex and sophisticated challenges are presented in comment letters about the Draft EIR. Prior to initiating the above Final EIR-related tasks, we will review the magnitude of comments received, the adequacy of the estimated level of effort, and confirm with the City the need for any augmented services or costs.



BUDGET

The following Project Budget shows the proposed cost to complete the scope of work described in this proposal. We believe this cost proposal is accurate given the scope of work and anticipated level of community outreach and work needed to complete the Housing Element. However, we are open to discussion of changes and refinements in order to meet the City's budget needs.

M-Group proposes a Fixed-Fee contract with monthly invoicing on a percentage task completion basis.



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MENLO PARK HOUSING ELEMENT BUDGET February 26, 2021		M-GROUP								
Task Number / Description	Geoff Bradley, AICP, Principal-In-Charge/Proj. Manager	Sung Kwon, AICP, Deputy Project Manager	Christina Paul, AICP, Community Engagement Lead	Payal Bhagat, Principal Planner	Justin Shiu, AICP, Senior Planner	Associate Planner	Assistant Planner	M-Group Hours (without optional items)	Subtotal (without optional items)	
Hourly Billing Rate	\$250	\$165	\$165	\$165	\$145	\$125	\$95			
TASK 1 PROJECT ADMINISTRATION										
1.1	Project Kick-off meeting	2	6	2	0	0	0	10	\$1,820	
1.2	Finalize and Update Schedule	4	8	4	0	0	10	26	\$4,230	
1.3	Project Management and Coordination	100	80	20	0	0	32	232	\$45,500	
1.4	Coordination with HCD	12	24	0	0	0	0	36	\$6,960	
Task 1 Subtotal:		118	118	26	0	0	42	304	\$58,510	
TASK 2 COMMUNITY ENGAGEMENT STRATEGY										
2.1	Community Engagement Plan	2	8	42	0	10	0	62	\$10,200	
2.2	Webpage	0	8	0	0	0	20	48	\$5,720	
2.3	Master Contact List	0	4	0	0	0	10	54	\$5,710	
2.4	Partner with Local Non-Profit Community Groups	2	12	4	0	0	18	54	\$7,100	
2.5	Social Media	0	8	8	0	0	32	88	\$10,440	
2.6	Electronic Media	2	8	2	0	0	20	64	\$7,690	
2.7	Print Media/ PDF Utilization	0	8	4	0	0	20	56	\$6,760	
2.8	General Survey	2	8	2	0	16	10	62	\$8,000	
2.9	Housing Introduction Seminar	2	4	16	0	0	20	72	\$9,150	
2.10	Focus Groups	4	8	4	0	24	24	76	\$10,600	
2.11	Individual Interviews	2	4	0	0	0	4	34	\$3,940	
2.12	General Outreach Meetings by Council District	8	20	0	0	0	20	68	\$9,700	
2.13	Project Gallery	2	4	12	0	0	16	34	\$5,140	
2.14	Farmers' Market Pop-Up Booth	4	8	0	0	0	12	36	\$4,960	
2.15	Preliminary Land Use Strategies: Housing Commission	8	20	0	12	0	32	72	\$11,280	
2.16	Housing Workshop	4	8	20	0	12	4	60	\$9,240	
2.17	Land Use Meeting: Planning Commission	8	24	0	0	0	52	84	\$12,460	
2.18	Preliminary Land Use Alternatives: City Council	8	24	0	0	0	40	72	\$10,960	
2.19	Preferred Land Use Concept: Planning Commission	4	16	0	0	0	24	44	\$6,640	
2.20	Draft EJ & Safety Element to Planning Commission	4	8	0	0	0	12	24	\$3,820	
2.21	NOP/Scoping Meeting at Planning Commission	4	4	0	0	0	0	8	\$1,660	
2.22	Draft EIR at Planning Commission	4	4	0	0	0	0	8	\$1,660	
Task 2 Subtotal:		74	220	114	12	62	398	300	\$162,830	
TASK 3 HOUSING ELEMENT AND RELATED WORK										
3.1	Document Review	0	12	0	0	0	8	8	\$3,740	
3.2	List of Current General Plan Policies and Programs	0	2	0	0	0	8	10	\$1,330	
3.3	Review and Evaluation of Current Housing Element	4	12	0	8	0	16	40	\$6,300	
3.4	Review City's RHNA Allocation	2	4	0	0	0	8	14	\$2,160	
3.5	Review City's Vacant and Underutilized Land Inventory	0	8	0	2	20	32	62	\$8,550	
3.6	Compile GIS Shapefiles for Analysis	0	2	0	0	0	24	26	\$3,330	
3.7	Use of GIS for Site Selection & AFFH	0	16	0	0	0	48	64	\$8,640	
3.8	Prepare Land Use Options in GIS	8	32	0	0	0	48	104	\$14,800	
3.9	Site Inventory and RHNA	8	16	0	6	16	44	90	\$13,450	
3.10	Housing Needs Assessment	2	24	0	0	16	42	96	\$13,170	
3.11	Potential Governmental and Non-Governmental Constraints	2	16	0	0	20	24	62	\$9,040	
3.12	At-Risk Units	2	16	0	0	0	16	34	\$5,140	
3.13	Housing Objectives, Policies, and Programs	16	20	0	10	26	48	162	\$22,710	
3.14	Admin. Draft Housing Element	8	20	0	12	20	30	90	\$13,930	
3.15	Admin. Draft Land Use Element	8	16	0	12	20	48	104	\$15,520	
3.16	Admin. Zoning Ordinance and Zoning Map	8	24	0	16	24	40	112	\$17,080	
3.17	Public Review Draft Housing, Safety, Environmental Justice, Land Use Elements + Zoning Code and Map	8	24	0	0	0	40	72	\$10,960	
3.18	Final Draft Housing, Safety, Environmental Justice, Land Use Elements + Zoning Code and Map	2	8	0	0	0	32	58	\$7,340	
3.19	Housing Commission Adoption Meeting	8	8	0	0	0	4	24	\$4,200	
3.20	Planning Commission Adoption Meeting	8	8	0	0	0	4	24	\$4,200	
3.21	City Council Adoption Meetings (2)	16	16	0	0	0	4	44	\$7,900	
3.22	HCD Certification	10	40	0	0	0	0	50	\$9,100	
Task 3 Subtotal:		120	344	0	66	162	568	110	\$202,590	
TASK 4 ENVIRONMENTAL JUSTICE AND SAFETY ELEMENTS										
4.1	Admin. Draft Environmental Justice Element	4	8	0	0	16	40	68	\$9,640	
4.2	Admin. Draft Safety Element	4	8	0	0	20	24	56	\$8,220	
Task 4 Subtotal:		8	16	0	0	36	64	0	\$17,860	
<i>Project Subtotal (hours + budget)</i>		<i>320</i>	<i>698</i>	<i>140</i>	<i>78</i>	<i>260</i>	<i>1,072</i>	<i>410</i>	<i>\$441,790</i>	
<i>Direct Costs</i>										<i>\$3,500</i>
M-Group Subtotal										\$445,290
SUBCONSULTANT TECHNICAL STUDIES									Total Cost	
TASK 5 - ENVIRONMENTAL, VMT AND FISCAL REVIEWS										
Task 5	ESA - Environmental Impact Report									\$295,990
Task 5	Hexagon - Transportation (VMT) Analysis									\$64,250
Task 5	BAE - AFFH support and Fiscal Impact Analysis									\$49,920
<i>Subtotal All Subconsultants:</i>									\$410,160	
<i>M-Group Subconsultants 10% Contract Administrative Fee:</i>									\$41,016	
Subconsultants Subtotal (Including 10% Admin. Fee):									\$451,176	
Subtotal M-Group and all subconsultants including 10% Admin. Fee:								Subtotal	\$896,466	
<i>10% Contingency (To be used only with City approval)</i>									\$85,545	
Project Total (without Optional Items)									\$982,011	
OPTIONAL TASKS (Includes Contract Management and Contingency Fee)										
1.5	Monthly Advisory Group Meetings (Optional)									\$19,910
2.23	Virtual Housing Symposium (Optional)									\$32,516
2.24	MTC/ABAG Site Selection Tool Assistance (Optional)									\$7,601
2.25	Walking Tours (Optional)									\$4,719
2.26	Outreach Toolkit (Optional)									\$4,928
2.27	Press Releases (Optional)									\$6,908
2.28	Outreach App Development Assistance (Optional)									\$9,075
2.29	Outreach Videos (Optional)									\$6,028
3.23	Objective Design Standards (Optional)									\$90,000
5.26	Hexagon: Additional Public Hearing Attendance (Optional)									\$1,000
5.27	Hexagon: VMT Training Session (Optional)									\$2,000
5.28	Hexagon: LOS Analysis (Optional)									TBD
5.29	BAE: Learning Session on Residential Development Economics (Optional)									\$4,390
5.30	BAE: Development Feasibility Analysis of Potential Site Strategies (Optional)									\$22,530
5.31	BAE: Additional Public Hearing Attendance (Optional)									\$1,600
Subtotal for all Optional Items									\$213,205	
Project Total (with all Optional Items)									\$1,195,216	

NOTES

- 1 M-Group reserves the right to re-allocate hours and include assistance from other planners within M-Group to complete the tasks, as necessary, but within the total budget.
- 2 Cost Proposal is for a Fixed-Fee Contract with monthly invoicing based on percentage task completion.
- 3 Travel time and expenses have been factored into the budget.
- 4 Unexpected issues out of scope or extended timeline out of the control of M-Group may necessitate the need for additional budget.

BAE BUDGET

BAE Budget, Menlo Park Housing Element Update						
	Hours by Staff				Budget	
	Hourly Rate	Principal	Associate	Senior		Senior
		\$310	Principal	Associate		Analyst
Task 1.1: Kick-off Meeting	2	4	4	0	\$2,480	
Task 2.X: Public Study Sessions and/or Hearings	6	24	8	0	\$9,900	
Task 3.X: Affirmatively Furthering Fair Housing Data and Analysis	2	8	10	20	\$6,930	
Task 3.X: Cost to Replace At-Risk Units	0	2	2	10	\$2,030	
Task 5.X: Fiscal Impact Analysis	8	40	60	30	\$28,280	
Subtotal Labor without Optional Tasks	18	78	84	60	\$49,620	
Expenses (mileage and data purchase)					\$300	
Total (Labor + Expenses) without Optional Tasks					\$49,920	
Optional Tasks						
Task A: Learning Session on Residential Development Economics	2	8	6	4	\$4,390	
Task B: Development Feasibility Analysis	8	30	50	20	\$22,530	
Total with Optional Tasks	10	38	56	24	\$76,840	
BAE Attendance at Additional Study Sessions/Public Hearings - Each					\$1,600	

HEXAGON BUDGET

#	Task	President	Principal Associate	Associate	Engineer	Admin/ Graphics	Budget
	Hourly Rate	\$ 290	\$ 250	\$ 195	\$ 155	\$ 110	
1	Travel Demand Model		8		2		\$ 2,310
2	With-Project Land Use and Roadway Network		2	8			\$ 2,060
3	Evaluation of 3 Preliminary Alternatives	12	60	16	4	4	\$ 22,660
4	VMT Analysis	4	16				\$ 5,160
5	Bicycle, Pedestrian and Transit Facilities	4	8	8			\$ 4,720
6	Potential Mitigation Strategies	4	16				\$ 5,160
7	Meetings	5	5				\$ 2,700
8	Reports	4	16		24	4	\$ 9,320
9	Data Provisions for Other EIR Analysis		16				\$ 4,000
10	Response to EIR Comments	4	20				\$ 6,160
	Total	37	167	32	30	8	\$ 64,250

ESA BUDGET

ESA Labor Detail and Expense Summary
City of Menlo Park Housing Element Update Program EIR

8/26/2020

Labor Category		Hillary Gitelman Project Director	Luke Evans Project Manager	Jill Feyk-Miney Deputy Project Manager	Chris Easter Air Quality Director	Cheri Velzy Air Quality Analyst	Sarah Patterson Air Quality Analyst	Breanna Sewell GHG Analyst	Bailey Setzler Energy Analyst	Brian Pittman Biological Resources	Erika Walther Biological Resources	Michael Newland Cultural Resources	Heidi Koenig Cultural Resources	Amber Grady Historic Architectural Resources	Michael Burns HazMat, Hydro, Geo	Brandon Carroll Geo, Minerals, Paleo	Maria Hensel Hydrology Analyst	Chris Sanchez Noise and Vibration	Steve Smith Aesthetics, Transport, Wildfire	Word Processing, Graphics, Production	Subtotal	Total Hours	Labor Price	
Task	Task Name/Description	\$ 275	\$ 225	\$ 150	\$ 225	\$ 190	\$ 150	\$ 105	\$ 125	\$ 225	\$ 150	\$ 225	\$ 175	\$ 150	\$ 205	\$ 105	\$ 125	\$ 190	\$ 175	\$ 125				
1.0	Project Description and Alternatives	8	24	40																8	\$ 14,600	80	\$ 14,600	
2.0	Prepare Notice of Preparation		2	12																	2	\$ 2,250	14	\$ 2,250
3.0	Conduct Scoping Meeting	2	6	12																	2	\$ 3,950	22	\$ 3,950
4.0	Conduct Agency Consultation	2	2	12									2		6							\$ 4,380	24	\$ 4,380
5.0	Prepare Administrative Draft Program EIR																					1,132	\$ 180,220	
	Introduction		2	6																	1	\$ 1,475	9	\$ 1,475
	Summary		2	8												16					2	\$ 3,580	28	\$ 3,580
	Project Description		2	4																	2	\$ 1,300	8	\$ 1,300
	Aesthetics		2																40		2	\$ 7,700	44	\$ 7,700
	Air Quality		2		12	48	48	24	16												1	\$ 24,115	151	\$ 24,115
	Agricultural and Forestry Resources		1	2																	1	\$ 650	4	\$ 650
	Biological Resources		2							2	36										2	\$ 6,550	42	\$ 6,550
	Cultural Resources		2									16	40	40							4	\$ 17,550	102	\$ 17,550
	Energy		2		4	20		24	8												1	\$ 8,795	59	\$ 8,795
	Geology, Paleontology, and Mineral Resources		2													2	40				3	\$ 5,435	47	\$ 5,435
	Greenhouse Gas Emissions		2		8	32		56	16												1	\$ 16,335	115	\$ 16,335
	Hazards and Hazardous Materials		2																		3	\$ 8,205	41	\$ 8,205
	Hydrology and Water Quality		2																		3	\$ 6,235	47	\$ 6,235
	Land Use and Planning	2	2	40																	3	\$ 7,375	47	\$ 7,375
	Noise and Vibration		2		4				16												1	\$ 12,595	71	\$ 12,595
	Population and Housing		2	32																	1	\$ 5,375	35	\$ 5,375
	Public Services and Recreation		2	48																	1	\$ 7,775	51	\$ 7,775
	Transportation and Circulation		8																		2	\$ 9,050	50	\$ 9,050
	Tribal Cultural Resources		1										8								1	\$ 1,750	10	\$ 1,750
	Utilities and Service Systems		2	60																	1	\$ 9,575	63	\$ 9,575
	Wildfire		2																		32	\$ 6,300	36	\$ 6,300
	Other CEQA Sections		1	8																		\$ 1,425	9	\$ 1,425
	Alternatives	4	16	40																	3	\$ 11,075	63	\$ 11,075
6.0	Prepare Public Draft Program EIR	8	16	32	2	2				2			2	2	2		2	2	2			\$ 13,770	74	\$ 13,770
7.0	Prepare Responses to Comments	12	48	80		8				6			2	2	4			2				\$ 30,370	164	\$ 30,370
8.0	Prepare Final Program EIR, Findings, and MMRP		16	32																		\$ 8,400	48	\$ 8,400
9.0	Project Coordination Meetings and Project Management	12	84	80																		\$ 34,200	176	\$ 34,200
Total Hours		50	261	548	30	110	48	104	56	2	44	16	54	44	52	56	42	52	114	51	-	1,734		
Total Labor Costs		\$ 13,750	\$ 58,725	\$ 82,200	\$ 6,750	\$ 20,900	\$ 7,200	\$ 10,920	\$ 7,000	\$ 450	\$ 6,600	\$ 3,600	\$ 9,450	\$ 6,600	\$ 10,660	\$ 5,880	\$ 5,250	\$ 9,880	\$ 19,950	\$ 6,375	\$ 36,205		\$ 292,140	

ESA Labor Cost	\$	292,140
ESA Reimbursable Expenses	\$	3,850
Subconsultant Costs	\$	-

PROJECT TOTAL	\$ 295,990
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SCHEDULE

The following section provides a preliminary project schedule. M-Group has made a careful assessment of the tasks involved in preparing a Housing Element Update for the City of Menlo Park. We have considered all options to maximize progress toward plan completion and build in ample opportunities for participation, whether through public hearing held by the GPAC, or through more target public outreach activities. This schedule may be refined in collaboration with the City staff.



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Menlo Park Housing Element Update Schedule	2021												2022											
	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22		
TASK 1 PROJECT ADMINISTRATION																								
1.1 Project Kick-off meeting																								
1.2 Finalize and Update Schedule																								
1.3 Project Management and Coordination																								
1.4 Coordination with HCD																								
1.5 Monthly Advisory Group Meetings (Optional)																								
TASK 2 COMMUNITY ENGAGEMENT STRATEGY																								
2.1 Community Engagement Plan																								
2.2 Webpage																								
2.3 Master Contact List																								
2.4 Partner with Local Non-Profit Community Groups																								
2.5 Social Media																								
2.6 Electronic Media																								
2.7 Print Media/PDF Utilization																								
2.8 General Survey																								
2.9 Housing Introduction Seminar																								
2.10 Focus Groups																								
2.11 Individual Interviews																								
2.12 General Outreach Meetings by Council District																								
2.13 Project Gallery																								
2.14 Farmers Market Pop-Up Booth																								
2.15 Preliminary Land Use Strategies: Housing Commission																								
2.16 Housing Workshop																								
2.17 Land Use Meeting: Planning Commission																								
2.18 Preliminary Land Use Alternatives: City Council																								
2.19 Preferred Land Use Concept: Planning Commission																								
2.20 Draft EJ & Safety Element to Planning Commission																								
2.21 NOP/Scoping Meeting at Planning Commission																								
2.22 Draft EIR at Planning Commission																								
2.23 Virtual Housing Symposium (Optional)																								
2.24 MTC/ABG Site Selection Tool Assistance (Optional)																								
2.25 Walking Tours (Optional)																								
2.26 Outreach Toolkit (Optional)																								
2.27 Press Releases (Optional)																								
2.28 Outreach App Development Assistance (Optional)																								
2.29 Outreach Videos (Optional)																								
TASK 3 HOUSING ELEMENT AND RELATED WORK																								
3.1 Document Review																								
3.2 List of Current General Plan Policies and Programs																								
3.3 Review and Evaluation of Current Housing Element																								
3.4 Review City's RHNA Allocation																								
3.5 Review City's Vacant and Underutilized Land Inventory																								
3.6 Compile GIS Shapefiles																								
3.7 Use of GIS for Site Selection & AFFH																								
3.8 Prepare Land Use Options in GIS																								
3.9 Site Inventory and RHNA																								
3.10 Housing Needs Assessment																								
3.11 Potential Governmental and Non-Governmental Constraints																								
3.12 At-Risk Units																								
3.13 Housing Objectives, Policies, and Programs																								
3.14 Admin. Draft Housing Element																								
3.15 Admin. Draft Land Use Element																								
3.16 Admin. Zoning Ordinance and Zoning Map																								
3.17 Public Review Draft Housing, Safety, Environmental Justice, Land Use Elements + Zoning Code and Map																								
3.18 Final Draft Housing Element, Safety Element, Environmental Justice Element, Land Use Element, and Zoning Changes																								
3.19 Housing Commission Adoption Meeting																								
3.20 Planning Commission Adoption Meeting																								
3.21 City Council Adoption Meetings (2)																								
3.22 HCD Certification																								
3.23 Objective Design Standards (Optional)																								
TASK 4 ENVIRONMENTAL JUSTICE AND SAFETY ELEMENT																								
4.1 Admin. Draft Environmental Justice Element																								
4.2 Admin. Draft Safety Element																								
TASK 5 ENVIRONMENTAL, VMT, AND FISCAL REVIEWS																								
5.1 ESA: Project Initiation and Data Collection																								
5.2 ESA: Project Description and Alternatives Development																								
5.3 ESA: Notice of Preparation																								
5.4 ESA: NOP Scoping Meeting																								
5.5 Agency Consultation																								
5.6 ESA: Prepare Admin. Draft Program SEIR																								
Tribal Consultation by Menlo Park																								
5.7 ESA: Public Draft Program EIR																								
5.8 ESA: Prepare Responses to Comments																								
5.9 ESA: Prepare Final Program SEIR and Mitigation Monitoring and Reporting Plan																								
5.10 ESA: Project Coordination Meetings and Project Management																								
5.11 Hexagon: Travel Demand Model																								
5.12 Hexagon: With-Project Land Use and Roadway Network																								
5.13 Hexagon: Evaluation of 3 Preliminary Alternatives																								
5.14 Hexagon: VMT Analysis																								
5.15 Hexagon: Bicycle, Pedestrian, and Transit Facilities																								
5.16 Hexagon: Potential Mitigation Strategies																								
5.17 Hexagon: Meetings																								
5.18 Hexagon: Traffic Impact Assessment																								
5.19 Hexagon: Data Provisions for Other EIR Analysis																								
5.20 Hexagon: Response to EIR Comments																								
5.21 BAE: Kick-off Meeting																								
5.22 BAE: Public Study Sessions and/or Hearings																								
5.23 BAE: Affirmatively Furthering Fair Housing Data and Analysis																								
5.24 BAE: Cost to Replace At-Risk Units																								
5.25 BAE: Fiscal Impact Analysis																								
5.26 Hexagon: Additional Public Hearing Attendance (Optional)																								
5.27 Hexagon: VMT Training Session (Optional)																								
5.28 Hexagon: LOS Analysis (Optional)																								
5.29 BAE: Learning Session on Residential Development Economics (Optional)																								
5.30 BAE: Development Feasibility Analysis of Potential Site Strategies (Optional)																								
5.31 BAE: Additional Public Hearing Attendance (Optional)																								

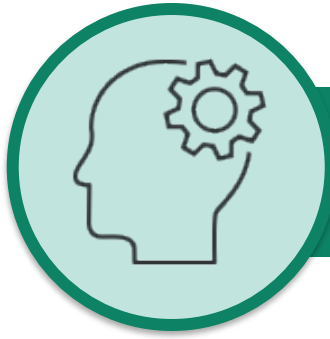


☐ Bold indicates major milestones



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APPENDIX A



THINK

Initial Assessment

Purpose of this template: To contemplate the various components, resources and constraints that come into play when planning a public engagement process.

Directions: Fill in the document the best you can; you do not need to go in order.

Category	Fill in if applicable	Note
Title of effort	Menlo Park Housing Element Update	Internal title or formal title.
Time horizon	March 2021 - December 2022 (22 months)	Weeks/ months.
Geographic focus	City of Menlo Park	Whole jurisdiction or subsection; be specific.
Target outreach groups	Everyone who wants to be involved, as well as folks who don't know they want to be involved yet. Community based advocacy groups, communities of color, homeowners, renters, business owners, community/faith based organizations, families with young children, students, seniors, non-english monolingual speakers, persons with disabilities, people living in areas identified by SB 1000 analysis, if any.	E.g.: Homeowners, renters, youth, ethnic groups, business owners, parents of afterschool program recipients.
Level of public input desired	High (IAP2 Collaborate). The Housing Element has the potential to bring significant change to the city, and is a departure from past Housing Elements. Implementation and desirability of the plan improves with strong community collaboration in plan development. The final plan must also account for state requirements and development feasibility. <i>Tip: Address this category when resource constraints are clear.</i>	Could depend on: the amount of time/ resources available; significance of issue; what just happened or is coming soon with other engagement. See also IAP2 Engagement Spectrum

Shaping the Future Together: A Guide to Practical Public Engagement for Local Governments

THINK

INITIATE

ENGAGE

REVIEW

SHIFT

Potential components of in person engagement	Pop-up workshops (staffed or not) in areas with significant foot traffic (e.g. farmers markets, grocery stores), stakeholder interviews, small focus groups, community meetings and open houses, community group meetings (e.g. providing information at Chamber of Commerce meetings), walking tours, real-time polling at in-person events, graphic facilitation, utility mailers.	E.g.: Small meetings with stakeholders, focus groups, town hall, workshops, open house, listening sessions (similar to coffee with a cop).
Digital components	Surveys (text- and map-based); project website; online civic engagement platform; online open houses that mirror in-person community meetings; instant polling; social media and email announcements; instructional videos; outreach app virtual meeting facilitation (Miro or similar), QR codes posted at busy in-person locations that lead folks to online surveys.	E.g.: Website; surveys; instant polling; ideation; etc.
Outreach efforts	See Outreach Template	
Potential locations to hold events/ meetings	Government buildings; farmers markets, parks, and other outdoor public spaces; grocery stores; schools; community centers; libraries	E.g.: Community Centers, schools, libraries, government buildings, faith-based, community rooms at institutions such as banks, foundations, non- profits, etc.
Lead staff	Planning Division of Menlo Park.	Name(s); roles
Supporting staff	Community Services Department; School Districts; City Attorney's Office	E.g.: PIOs, Manager's Office, CAO's Office, Director's Office, I.T., printing department; utilities (for mailers), etc.
Consultant(s) (If applicable)	M-Group: Geoff I. Bradley/Project Manager Sung H. Kwon/Deputy Project Manager Christina Paul/Engagement Lead Other M-Group staff as needed	Name(s)/ role(s)



Role(s) of Electeds	Study sessions on the vision, objectives, and key issues to address in the Update; adoption of Housing Element Update; sharing information on community engagement opportunities with constituents when applicable	E.g.: Welcoming at meetings in their area, keeping those with keen interest in the loop regularly; involving elected/ their staff in planning of events.
Key stakeholders	Boys and Girls Clubs of the Peninsula, Hello Housing, Housing Leadership Council, Silicon Valley Community Foundation, Peninsula Volunteers, Cañada College SparkPoint, Lifemoves, Home for All SMC, YPLAN, Belle Haven Action, Belle Haven Youth Center, YUCA: Youth United for Community Action, Mid-Peninsula Housing, Project WeHope, JobTrain, Inc, Samaritan House, Peninsula Family Service, Menlo Park Chamber of Commerce, San Mateo County Union Community Alliance, Menlo Together, Faith in Action Bay Area, Belle Haven Development Fund, PANDAS Network,	Quick list of a few key stakeholders; these folks should have various perspectives on the issue(s). Make phone calls to run these very first ideas by them. At least three phone calls (example script below) <ul style="list-style-type: none"> • This is __. I’m exploring an issue and I was hoping to get some quick, initial feedback from you on it – if you have time. • It’s __Name issue __; we’ve got about __weeks/mo__ to connect with the community on their views so we are exploring how we might do that. • What are your initial, just gut level thoughts on what the (City/County/Special District) should do? • [If appropriate] Right now we are contemplating __activities... What do you think? • This is my final question, If I was going to call 3 more folks on this who do you think we should reach out to?
Budget	\$: \$162,830 Staff time:	If no dollar budget, note ‘in house’ or in-kind resources that are important. Staffing: Be sure to consider how much time it is likely to take to input public feedback, analyze and/or theme input, and, if applicable, prepare input summary for public view.



<p>Tricky potential issues</p>	<p>Covid-19 limitations will restrict in-person engagement efforts. It is always a challenge to reach busy people (particularly those who don't regularly engage in governmental processes) and engage then in the planning process. Planning for housing can be very triggering for folks who may not immediately see the positive potential benefits of change.</p>	<p>Consider <u>Internal challenges</u> (eg. Over these three months we are switching IT servers; over these months our Director is retiring).</p> <p>Consider <u>External challenges</u> (eg. very vocal group will be against; a business is being built in that area and residents are still upset about how that went; Measure __ failed two months ago and people might associate this with that; A recent police shooting has neighborhood on edge and especially distrustful of government).</p>
<p>Legal consideration</p>	<p>Policies and site inventory in the Housing Element will need to be in compliance with fair housing laws and other new State housing laws and requirements.</p>	<p>Policy or legal issues to consider-work with your legal counsel (city attorney, county council, etc.).</p>
<p>What happens with public input</p>	<p>Public input is an integral part of the planning process. We need this expertise, and we need public support to create a successful, implementable plan. The response to this varies greatly on the point in the planning process we're at, and what the comment was. All comments are taken into consideration and can be shared with decision makers. Consolidated comments or data are used to shape plan direction.</p>	<p>If a resident asks "What happened to my input/ suggestion" what are you going to say.</p>

About the Institute for Local Government

The Institute for Local Government's (ILG) mission is to promote good government at the local level with practical, impartial and easy-to-use resources for California communities. ILG is the nonprofit 501(c)(3) research and education affiliate of the League of California Cities, the California State Association of Counties and the California Special Districts Association.

For more information about the TIERS Framework and Learning Lab, please contact publicengagement@ca-ilg.org

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Shaping the Future Together: A Guide to Practical Public Engagement for Local Governments





THINK

Public Engagement Approach

Purpose of this template: To help you think through an effective Public Engagement Approach.

Directions: Use this template to create your own Public Engagement Approach. Consider what actions should be in-person versus digital efforts.

PART A: Brainstorm Elements

In-person Efforts

Category	Examples	Brainstorm
'Smaller' Engagement Efforts	<ul style="list-style-type: none"> ○ 'Coffee' meetings w/ 1 or 2 stakeholders ○ Small group meetings (one stakeholder group for ex) ○ House parties ○ Focus groups (informal) 	<ul style="list-style-type: none"> -Stakeholder Interviews (1-2 people) -Focus groups(~5 people) -Stakeholder meetings with community-based organizations and advocacy groups (up to 20 people)
'Larger' Public Meetings	<ul style="list-style-type: none"> ○ Workshop ○ Townhall ○ Gallery Walk ○ Table Level Facilitated Groups (6-8 people per table) ○ Open Space ○ Conversation Cafe ○ Other dialogue techniques 	<ul style="list-style-type: none"> - Pop-up workshops (informal) - Open houses and community workshops with small group facilitation - Online synchronous open houses and community meetings - Self-guided tour of development opportunity sites - Guided tour of development opportunity sites



Digital Efforts

Category	Examples	Brainstorm
Inform... Presenting information	<ul style="list-style-type: none"> ○ Website ○ Newsletter ○ Blogs ○ Infographics ○ Visual simulations 	<ul style="list-style-type: none"> - Project website - Social media/email newsletter - Print media: flyers, mailers - Videos - 3D models of potential development
Consult... Ask community for input on a defined issues	<ul style="list-style-type: none"> ○ Survey ○ Poll ○ Budget Challenge 	<ul style="list-style-type: none"> - Surveys (text and map based) - Real-time polling - Design Charette - RHNA "Budget" exercise: Where would you put the units? (in person or on Miro) - Sticky dot exercises and other interactive exercises at open houses
Involve... Community helps to define the issue w their input	<ul style="list-style-type: none"> ○ Ideation ○ Prioritization ○ Mapping ○ Online forum ○ Trade off exercises 	<ul style="list-style-type: none"> - Online Open House with polling or survey where the community will be able to identify their priorities and concerns - Visioning session: identify opportunities and constraints, brainstorm visions for the future - RHNA "Budget" exercise: Where would you put the units? (in person or on Miro)
Collaborate... Community helps decide and/or implement	<ul style="list-style-type: none"> ○ Interactive community planning platforms ○ Joint data generation apps ○ Collaborative writing/ hacking ○ Neighbor to neighbor apps 	<p>There are a lot of great tools out there, and offerings change all the time. Here are a few in our toolbox: Maptionnaire (surveys, map-based data, budgeting, and meeting facilitation), Miro (DIY activities of many kinds), MetroQuest, Poll Everywhere. Many of these can be used with minimal training. Other tools, such as SketchUp and Urban Footprint, can be used in community meetings with a facilitator.</p>

Questions to Consider

- Who will facilitate?
- Who will take notes?
- What are options for providing comment (hand written/ verbal/ post-it/ dots/ etc.)?
- Who will compile comments that are gathered?
- Who/ how will data be 'themed' and analyzed?
- What will be done with 'off-topic' comments or concerns?
- What is 'Plan B' if there are very disruptive folks/people with very strong emotions/concerns?
- How will in-person input be aggregated with input received online?
- How/when will public see what happened to their comments?

PART B: Draft Plan

Element	Staffing. # of Staffer(s)	Cost. Beyond staff time is there a cost for the element?	Time. How time intensive? 1-5 (1 less intensive, 5 very intensive)
<i>[Example] Survey (internal)</i>	<i>1 or 2 staffers (draft and review)</i>	<i>No. Our agency already has a subscription</i>	<i>1. Won't take too long to draft and send</i>
<i>[Example] 'Coffee meetings' w 10 key stakeholders</i>	<i>2 lead staffers. Some meetings together; some divided.</i>	<i>Very little. (coffee!) Travel.</i>	<i>1-3. depends on project</i>
General Outreach meetings by Council District	2-3 M-Group staff	\$9,700	3. Time for prep, meetings, and summary
Farmers Market Pop-up	2 M-Group staff City staff	\$4,960	1 Time for prep and attendance
Focus Groups	2-3 M-Group Staff City staff	\$10,600	3 Preparation of questions, group sessions and summary
Print Media	3-5 M-Group staff City staff	\$6,760	4 Preparation and distribution of hard copies would take time and effort.
Virtual Housing Symposium (Optional)	6-8 M-Group Staff City staff Others	\$32,516	5. Very time consuming with a variety of people involved
Project Gallery	2-3 M-Group staff	\$5,140	2 Time to set up the gallery and update materials

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APPENDIX B

RESUMES

M-GROUP

GEOFF I. BRADLEY, AICP

SUNG H. KWON, AICP

CHRISTINA PAUL, AICP

TOM FORD, AICP

PAYAL BHAGAT

JUSTIN SHIU, AICP

BAE

MATT KOWTA, MCP

STEPHANIE HAGAR, MCP

CHELSEA GUERRERO, MCP

MIKI KOBAYASHI

ESA

HILLARY GITELMAN

LUKE EVANS

JILL FEYK-MINEY

HEXAGON

GARY BLACK

OLLIE ZHOU



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GEOFF I. BRADLEY, AICP

PRINCIPAL + PRESIDENT



EXPERIENCE

M-Group

President + Principal
2006 – Present

Geoff has over 27 years of professional public and private experience working for architecture, planning, development firms and public agencies. This includes 10 years of fast-paced public sector experience with Bay Area planning and redevelopment agencies and over 15 years of private sector experience. Geoff has worked closely with numerous cities throughout the Bay Area. His work includes General Plans, Housing Elements and Zoning Codes as well as downtown revitalization, major commercial, mixed-use and innovative transit-oriented projects. Geoff is a results-oriented planning professional with a strong design background in architecture, urban design and landscape architecture. He is highly motivated to work to improve our natural and man-made places with an ability to combine innovative ideas with pragmatic solutions.

EDUCATION

Master of Science in Architecture

California Polytechnic State
University, San Luis Obispo
San Luis Obispo, CA

Bachelor of Science in City & Regional Planning

California Polytechnic State
University, San Luis Obispo
San Luis Obispo, CA

Landscape Architecture & Urban Studies

University of Sheffield, U.K.

MEMBERSHIPS

American Planning Association

American Institute of Certified
Planners

SPUR

Silicon Valley Bicycle Coalition
Californians for Electoral Reform

AWARDS

Award for Comprehensive Plan: Mill
Valley General Plan (Housing
Element), APA California

AREAS OF EXPERTISE

Visioning/General Plan and Zoning Code Updates
Community Engagement/Consensus Building
Ordinance Preparation/Planning Department Management
Environmental Review
Development Review/Design Review
Site Planning & Urban Design/Design Guidelines
Entitlements for Complex Projects

POLICY PLANNING

GENERAL PLAN UPDATE | CITY OF SAUSALITO, CA

Currently in the final phase of a comprehensive update of the Sausalito General Plan. The General Plan Update involves a review of existing conditions, development of a refined vision for the City, and establishment of goals and guiding principles. M-Group is in the finale phase of the project which was community outreach intensive with robust citizen participation.

GENERAL PLAN 2030 | CITY OF BELVEDERE, CA

Led a team of consultants to provide Belvedere with a document that articulates the community vision and provides guidance for the future. Worked closely with City staff and decision makers to forge consensus on difficult issues. Developed creative strategies for successful infill and second units to provide new housing opportunities.

ENVISION DALY CITY 2030: A FRAMEWORK FOR THE FUTURE | CITY OF DALY CITY, CA

Led and supervised the effort to assist Daly City staff with the General Plan Update by conducting a well-attended and dynamic Visioning session. Oversaw the completion of a graphically oriented workbook that documented the vision and community prioritization process.

GEOFF I. BRADLEY, AICP

PRINCIPAL + PRESIDENT

Design a monument to Silicon Valley
Grand Prize Winner, San Jose
Mercury News

Logo Design Contest, Shop
Sunnyvale

National Talent Search Winner,
Pratt Institute of Design

LEADERSHIP

Cal Poly City & Regional Planning
Advisory Committee Founding
Member

Co-Director, APA Northern California
Membership 2013-2016
ULI UrbanPlan Volunteer
Sunday Friends Volunteer

PRESENTATIONS

2010 City of Vallejo Speaker Series
Reinventing City Government
Panel Member

2012 Planners Institute
Doing More with Less - Success
Stories, Panel Member

2015 Planners Institute
Planning Essentials 101
Panel Member

HOUSING ELEMENTS: 2015 – 2023 PLANNING PERIOD | *VARIOUS CITIES, CA*

Principal-in-charge of seven successful Housing Element updates for many of the same Cities as the previous cycle. Led a team of planners and sub-consultants and worked collaboratively with Cities to develop successful housing strategies to address a combined RHNA of nearly 3,000 housing units. Worked closely with HCD staff to ensure a smooth certification process.

Clients: City of Burlingame, City of Campbell, City of Mill Valley, City of San Rafael, City of Saratoga, City of Sausalito, and City of Sonoma.

HOUSING ELEMENTS: 2009 – 2014 PLANNING PERIOD | *VARIOUS CITIES, CA*

Principal-in-charge of numerous successful Housing Element updates. Led a team of planners and sub-consultants and worked collaboratively with City staff to develop innovative housing strategies to address a combined RHNA of over 2,500 housing units. Developed a solid working relationship with HCD staff that allowed for timely certification of all the Housing Elements undertaken.

Clients: City of Belvedere, City of Burlingame, City of Campbell, Town of Los Altos Hills, City of Mill Valley (APA Award Winner), City of Sausalito, and City of Sonoma.

ENVIRONMENTAL REVIEW

EIR FOR THE RIVERFRONT MIXED-USE PROJECT | *CITY OF PETALUMA, CA*

Principal-in-charge for the preparation of an EIR for the Riverfront project in Petaluma. The 39-acre tentative subdivision map and rezone included developing 237 residential units, 60,000 square feet of office, 30,000 square feet of retail, a 120-room hotel, and a 3.5-acre recreational park. M-Group staff coordinated with technical experts to establish baseline conditions and determine potential environmental impacts. A DEIR was prepared that identified project impacts and mitigation measures for Air Quality and Greenhouse Gases, Biological Resources, Cultural Resources, Hazards and Hazardous Materials, Hydrology and Water Quality, Geology and Soils, Noise, and Traffic. The FEIR was approved by the Petaluma City Council in July 2014.

EIR FOR THE 2020 GENERAL PLAN | *CITY OF CAMPBELL, CA*

Managed a successful comprehensive General Plan Update, including EIR and Housing Element for 1999-2006 planning period while Senior Planner for the City of Campbell. Coordinated several consultants and led a robust community outreach effort that resulted in widespread citizen involvement in the process.

IS/MNDS FOR HOUSING ELEMENTS: 2015 – 2023 PLANNING PERIOD | *VARIOUS CITIES, CA*

Principal-in-charge of seven successful Housing Element updates and all their respective IS/MNDS for many of the same Cities as the previous cycle. Led a team of planners and sub-consultants and worked collaboratively with Cities to develop successful housing strategies to address a combined RHNA of nearly 3,000 housing units. Worked closely with HCD staff to ensure a smooth certification process.

Clients: City of Burlingame, City of Campbell, City of Mill Valley, City of San Rafael, City of Saratoga, City of Sausalito, and City of Sonoma.

SUNG H. KWON, MCRP MBA AICP

PRINCIPAL PLANNER



EXPERIENCE

M-Group

Principal Planner
Oct 2020 – Present

Town of Tiburon

Community Development Director
Jan 2019 – Feb 2020
Planning Manager
Mar 2018 – Dec 2018

City of Saratoga

Senior Planner
May 2016 – Mar 2018

County of Tulare

Planner IV
Aug 2012 – Apr 2016

City of Oakland

Planner III
Aug 2012 – Apr 2016

City of Orinda

Assistant/Associate Planner
Mar 2003 – April 2006

RBF Consulting

Planner/Urban Designer
Sept 2000 – Feb 2003

EDUCATION

Master of Business Administration

Simon Graduate School of business,
University of Rochester
Rochester, NY

Master of City & Regional Planning

California Polytechnic State
University
San Luis Obispo, CA

Bachelor of Arts – Architecture

University of California, Berkeley

Sung H. Kwon is a seasoned and well-rounded planning professional with over 15 years of experience. He has in-depth knowledge in the fields of Housing Policy, Environmental Review, Land Use Planning, Development Review, Urban Design, GIS, and Financial Analysis. Sung is a highly experienced project manager with strong skills in verbal and written communication, collaboration, community and stakeholder engagement, and consensus building. He values ingenuity balanced with sensibility and is motivated by the challenge of presenting innovative, data driven, forward thinking solutions.

AREAS OF EXPERTISE

Policy Planning

Environmental Review

Historic Preservation

Development and Architectural Review

Urban Design

Community Development/Outreach

Geographic Information Systems/Data Management

HIGHLIGHT OF POLICY PROJECTS

STANFORD COMMUNITY PLAN 2020 | COUNTY OF SANTA CLARA, CA

(Ongoing) Assisting in the preparation of the Stanford Community Plan. Providing project management, editing staff reports, providing strategic direction to County Staff, conducting outreach, and coordinating the preparation of the Stanford Design Guidelines and technical studies.

AMEND ZONING ORDINANCE FOR STREAMLINING | CITY OF VENTURA, CA

(Ongoing) As Project Manager, amending the Zoning Ordinance to streamline the project review process. This involves shift Design Review Committee authority to Planning Commission and Administrative Hearing Officer.

HOUSING ELEMENT (5TH CYCLE) | COUNTY OF TULARE, CA

Managed the preparation of the Housing Element for Tulare County, 5th cycle which involved directing the work of two staff members. The Housing Element was certified by HCD.

VARIOUS COMMUNITY PLANS | COUNTY OF TULARE, CA

Authored community plans including marketing study, economic strategies, design guidelines & zoning code/land use changes for six (6) communities: Goshen, Pixley, Earlimart, Terra Bella, Ducor, and Traver.

LOS BANOS DOWNTOWN REDEVELOPMENT STRATEGY AND CIVIC CENTER MASTER PLAN, STREETScape DESIGN, DESIGN STANDARDS, MULTI-USE TRAIL DESIGN | CITY OF LOS BANOS, CA

Prepared land use analysis diagrams, design concepts, and policy documents. Facilitated a series of workshops including an overall contextual summary, visual preference survey, design charrettes, and other project specific workshops. This project was prepared to

SUNG H. KWON, MCRP MBA AICP

PRINCIPAL PLANNER

Berkeley, CA

serve as a guide for future development and redevelopment in the historic downtown core and the abandoned rail corridor.

MEMBERSHIPS

American Planning Association
American Institute of Certified Planners

Prepared Downtown Commercial Design Standards (Design Guidelines) for the City of Los Banos. This document addressed Architectural Character, Site Planning, Parking, Redevelopment/Rehabilitation of Historic Structures, Landscaping, Lighting, Signage, and Streetscape Design. The policies within this document were very specific and utilized both pictures and diagrams to visually illustrate the requirements for the downtown.

SERVICE AND LEADERSHIP

Vice President of Administration

California Chapter, American Planning Association 2018

HIGHLIGHT OF ENVIRONMENTAL PROJECTS

SAUSALITO GENERAL PLAN EIR | CITY OF SAUSALITO, CA

Provided high level environmental expertise. Assisted with response to comments.

Director of Administration & Finance

Central Section, California Chapter, American Planning Association 2013 – 2016

IS/MND FOR TIMBER STREET SENIOR HOUSING PROJECT | CITY OF NEWARK, CA

(Ongoing) Managing the preparation of an Initial Study/MND for a 79-unit senior housing project. This project also included a zone change, general plan amendment, and density bonus.

Secretary/Treasurer

Urban Design & Preservation Division, American Planning Association 2002 – 2006

MOFFETT PARK SPECIFIC PLAN & EIR | CITY OF SUNNYVALE, CA

Prepared portions of both the Specific Plan and EIR. This project was prepared to guide the comprehensive planning policy and regulatory standards to ensure future development and redevelopment of the Moffett Park area in the City of Sunnyvale. Potential build out of this plan included 24.3 million square feet of development, which was an 8.7 million square foot increase over the existing conditions. Specific uses included commercial, office, industrial and a light-rail station. The Circulation Plan included analysis of roadway improvements, rail lines, bus facilities, pedestrian trails, and bikeways.

AWARDS

Innovative Use of Technology Award: Mission Bay Mitigation Monitoring Website

American Planning Association, California Chapter (2001)

ST. VINCENT'S REDEVELOPMENT PLAN EIR & LAND USE ALTERNATIVE DESIGNS SILVERIA PROPERTY | CITY OF SAN RAFAEL, CA

Prepared site & environmental analysis, land use analysis, and design concepts for this large development proposal in San Rafael, CA. This proposal included 766 housing units, 124,000 square feet of commercial space, 5.1 acres of mixed-use development, and a new 80,000 square foot campus for the St. Vincent's School for Boys, and recreational and open space. This project included annexation, pre-zoning for a portion of the property and General Plan Amendment that was to be consistent with the goals and objectives of the St. Vincent's/Silveria Advisory Task Force Recommendations.

Outstanding Public Involvement/Education Program: Mission Bay Mitigation Monitoring Website

California Association of Environmental Professionals (2001)

SAND CREEK SHOPPING CENTER INITIAL STUDY/MITIGATED NEGATIVE DECLARATION | CITY OF BRENTWOOD, CA

Managed the preparation of an Initial study for the new Sand Creek Shopping Center located in the City of Brentwood in East Contra Costa County. An Initial Study was prepared for this project sites to assist in the preparation of a Mitigated Negative Declaration. The Sand Creek Shopping Center project would result in the development of an approximately 23 acres site zoned for commercial use. The preliminary site plan included areas for five anchors, two mini anchors and several small retail spaces. Critical environmental issues assessed included traffic, hazardous waste, water availability, noise, and public services.

Award of Merit: City of Orinda Planning Department Website

American Planning Association, Northern California Section (2004)

Academic Award of Merit: Great Valley Great Issues

Comprehensive Regional Plan & Laurel Street Village Affordable Housing Project (Co-winner)

American Planning Association, California Chapter (2000)

CHRISTINA PAUL, AICP

PRINCIPAL POLICY PLANNER



EXPERIENCE

M-Group

Principal Policy Planner
Sep 2019 – Present

Cygnus Planning

Principal/Owner
May 2018 – Present
Oakland, CA

Dyett & Bhatia

Associate Principal
2018 – 2019
Oakland, CA

MIG

Project Manager
2012 – 2018
Berkeley, CA

Sasaki Associates

Urban + Campus Planner
2010 – 2012
San Francisco, CA

City of Oakland

Intern
2009
Oakland, CA

Ogilvy and Mather

Art Director
2004, 2006 – 2008
San Francisco, CA

EDUCATION

Master of Planning and Urban Design

Massachusetts Institute of Technology
Cambridge, MA

Christina has a background in urban planning and design with an emphasis on strategic interventions and over a decade's experience managing planning consulting projects. She has experience with a variety of complex project types, including institutional master plans, general plans, specific plans, zoning updates, transportation plans, and sustainability projects. She is personable and creative and thrives in dynamic environments. Christina's project management style is exacting and thorough, with a focus on teamwork and ingenuity. Her skill set includes technical writing, graphic design, data visualization, and geographic information systems.

AREAS OF EXPERTISE

Policy Planning
Urban Planning + Design
Strategic Planning
Project Management
Community Outreach

URBAN PLANNING & DESIGN

TRANSIT AREA SPECIFIC PLANNING | MILPITAS, CA

Leading M-Group's partnership with a local urban design firm to develop a specific plan for the Milpitas Transit Station area, surrounding the recently opened BART and VTA transit hub. Christina is working with the City to develop an approach to accommodate RHNA city-wide, with a particular focus on the plan area, and is developing a by-right housing zoning tool to promote affordable housing development. The policy elements of this plan are tightly connected to urban design interventions aid at creating a complete, walkable Milpitas Metro district.

LONG-RANGE PLANNING | PETALUMA, CA

Working with the City of Petaluma on a variety of long-range planning activities, including establishing a new Priority Development Area (PDA) within the City and developing Objective Design Standards for residential development. Christina is also guiding the City as it sets the direction for an upcoming General Plan update, and works to comply with and understand the ramifications of recent affordable housing legislation.

URBAN CORPORATE CAMPUS PLANNING | SAN BRUNO, CA

Assisted the City of San Bruno by preparing a Specific Plan for the area surrounding the YouTube headquarters. This planning area is an urban infill site that YouTube planned to develop over a decade. The goal of this plan was to accommodate the needs of local property owners while ensuring that the area remained a strong, accessible and welcoming asset to the community. The plan was developed in tandem with a full Environmental Impact Report and included zoning regulations, design guidelines and detailed transportation demand management policies.

HEALTH & SUSTAINABILITY GENERAL PLAN ELEMENT | BALDWIN PARK, CA

Wrote the Health and Sustainability General Plan element for the City of Baldwin Park.

CHRISTINA PAUL, AICP

PRINCIPAL POLICY PLANNER

Bachelor of Fine Arts (Graphic Design)

California College of the Arts
Oakland, CA

Bachelor of Arts

Reed College
Portland, OR

MEMBERSHIPS

American Institute of Certified Planners (AICP)

American Planning Association (APA)

Baldwin Park is a small city in the Los Angeles Basin that is heavily impacted by pollution as well as population characteristics that correlate with health concerns. Christina worked with the City to understand planning best practices and precedents, as well as the environmental risks and population needs the City was facing, to develop highly engaging and locally-appropriate engagement materials, and to develop a plan that would increase resident health and city-wide sustainability. This General Plan Element was awarded the California APA First Prize for a Comprehensive Plan for a Small Jurisdiction in 2016.

PRECISE PLANNING | BRISBANE, CA

Developed a precise plan, including urban design, design guidelines and zoning, for the City of Brisbane in order to bring this small city into compliance with RHNA. The tight-knit community faced significant development pressures to develop housing in the valuable area just south of San Francisco. The local community welcomed this opportunity to shape and encourage smaller-scale development close to the heart of town, which would also serve to tie in outlying neighborhoods. The planning process was highly participatory, including a planning festival that shut down the main street into town and restriped roads to demonstrate potential bike paths.

ACTIVE TRANSPORTATION AND PARKS PLANNING | FORT WORTH, TX

Worked with the City of Fort Worth, Tarrant County Regional Water District, and a local river stewardship organization to develop a 20-year plan for the Trinity River, which with 88 miles of river and 72 miles (and growing) of trails represents a world-class recreational and active transportation facility. This plan established transformational projects along each branch of the river and each neighborhood of the city, tying the community together, increasing public health, and celebrating this unique resource.

STATION AREA CORRIDOR PLANNING | EL CERRITO, CA

Prepared a Specific Plan for the San Pablo Avenue Corridor in El Cerrito. The planning area included two BART stations and was focused on increasing the vitality and economic viability of development along the corridor. The plan consists of detailed design regulations and guidelines for streets and districts that vary according to the appropriate development intensities in each area.

STRATEGIC PLANNING

STRATEGIC PLANNING | DOWNTOWN LONG BEACH ASSOCIATES

Worked with the client to update their organizational plan to reflect ongoing investment in the Downtown area as well as expanded Business Improvement District boundaries. Established a new project management system that made the strategic plan an integrated part of day-to-day functioning in the office. Conducted Board of Trustees training as well as stakeholder interviews and outreach at public events.

STRATEGIC PLANNING | UNION SQUARE BUSINESS IMPROVEMENT DISTRICT

Prepared an updated Strategic Plan for the BID, including an exhaustive existing conditions analysis and set of related policies to address: shifting retail trends and increased vacancy in San Francisco's most well-known retail hub; homelessness and the need for social services; tourism; streetscape improvements; Board of Trustees engagement; and organizational efficiency.

TOM FORD, AICP

DIRECTOR OF URBAN DESIGN



EXPERIENCE

M-Group

Director of Urban Design
2016 – Present

Gensler

Studio Director
2013 – 2015
Shanghai, China

The Office of Tom Ford

Principal
2008 – 2013
Oakland, CA

Design, Community & Environment

Principal
1999 – 2008
Berkeley, CA

Calthorpe Associates

Urban Designer
1994 – 1999
Berkeley, CA

EDUCATION

Master of Architecture University of California
Berkeley, CA

Bachelor of Arts in Dramatic Art

University of California
Davis, CA

LEADERSHIP

Certified Charrette Planner, The National Charrette Institute

Past Member, Caltrans District 4 Pedestrian Advisory Committee

Tom Ford's professional planning career spans more than 20 years, primarily in California. From 2010 through 2015 he lived in Asia and provided planning and urban design services and project management as a consultant to the Asia offices of international design firms. That international planning and urban design work followed many years of experience as a team leader, preparing transit-oriented designs, urban design studies, and comprehensive planning projects for complex sites and programs. Over Tom's two decades of professional practice, he has developed an ability to enter a project, identify potential problems or issues, and develop solutions in a timely manner. Tom's projects are primarily urbanist in their approach and vision. During his career, Tom has received awards on both sides of the Pacific Ocean for his urban design and comprehensive planning work, from various chapters of the American Planning Association to the Hong Kong Chapter of the American Institute of Architects.

AREAS OF EXPERTISE

Urban Design
Community Planning
Design Guidelines
Project Management

URBAN DESIGN

GENERAL PLAN UPDATE | CITY OF SAUSALITO

The City of Sausalito's General Plan Update will refresh the City's 1995 General Plan. Due to the long and storied history of Sausalito's maritime working waterfront, the GPU is an opportunity to address the pending impacts of sea level rise on the established character many parts of the city. Although there are not significant changes to land uses envisioned in the GPU, the process has served as an opportunity for the community to coalesce around a comprehensive vision for its future as well as the shared values that shape that vision and identity. The General Plan is set to be adopted and the EIR certified in the fall of 2020.

EL CAMINO REAL SPECIFIC PLAN | CITY OF SUNNYVALE

The El Camino Real Specific Plan will establish a framework to increase the economic vitality of Sunnyvale's El Camino Real corridor while refocusing land use and circulation patterns to support mixed-use development and enhance pedestrian, bike and transit mobility. The plan will focus future development along the corridor around four "nodes" that are best-suited to carry out the vision of the Grand Boulevard Initiative, a multi-city vision for El Camino Real. The Specific Plan is set to be adopted and the EIR certified in the spring or summer of 2020.

TOM FORD, AICP

DIRECTOR OF URBAN DESIGN

MEMBERSHIPS

Urban Land Institute

American Institute of Certified Planners

PUBLICATIONS

"Base Instincts," *CTBUH Conference Compendium*, October 2015

The Regional City: Planning for the End of Sprawl, by Peter Calthorpe and William Fulton (contributed drawings), 2001

Great Streets, by Allan B. Jacobs (contributed drawings), 1993

PRESENTATIONS

"Perfecting the Public Realm," panelist, *Developing Cities with Small Footprints*, East China Normal University, Shanghai, China, 2015

"Future Development in Shanghai," panelist, *Design and Construction Forum*, American Chamber of Commerce in Shanghai, 2015

"The First 10 Meters," *Sustainability Forum*, United States Consulate, Shenyang, China, 2015

AIRPORT AREA SPECIFIC PLAN AND EIR | SONOMA COUNTY

The Sonoma County Airport Area Specific Plan will build upon the foundation set by the existing Airport Industrial Area Specific Plan to develop an updated plan that supports a balanced land use, urban design and circulation pattern. M-Group is utilizing the community's demographics, employment data, and land use patterns to inform the Specific Plan. Design guidelines will be a crucial piece of the effort to support balanced and land uses, urban design, and circulation around the SMART station. The Specific Plan is set to be adopted and the EIR certified in the fall or winter of 2020.

DESIGN GUIDELINES

OBJECTIVE STANDARDS FOR DOWNTOWN | CITY OF LAFAYETTE

The City of Lafayette is building upon the Downtown Design Guidelines prepared and adopted in 2014 to implement the 2012 Downtown Specific Plan. M-Group has developed a first phase of Objective Standards, which were adopted in May 2019 and support the Design Guidelines in a way that is responsive to ongoing housing legislation at the State level. The standards codify measurable—or objective—development metrics for key development issues that can control the character of the downtown, including, massing, façade variations, public walkways, and onsite opens pace features. A second phase of Objective Standards is in the hearings and adoption process.

SMART GROWTH DESIGN GUIDELINES | SANDAG

The San Diego Association of Governments' (SANDAG) Smart Growth Design Guidelines emphasize the importance of high-quality design in achieving the principles of smart growth. The guidelines serve as an inspiration for developers, designers, local governments and citizens throughout all sizes of communities and neighborhoods in the San Diego region. They also serve as a tool that SANDAG can use to evaluate projects for potential funding through its Smart Growth Incentive Program. San Diego area jurisdictions can draw on the guidelines in part or in whole for their own specific community and as a reference to understand the key principles for creating great places. At a prior firm, Tom served as Project Manager for the *Smart Growth Design Guidelines*.

RESIDENTIAL DESIGN GUIDELINES | TOWN OF HILLSBOROUGH

Located on the San Francisco Peninsula, Hillsborough has a varying topography, extensive native tree species and a significant representation of single-family residences designed by many of California's most illustrious 20th century architects. Hillsborough required a revision and thorough updating of the town's design guidelines for residential development. A key component of the project was to implement rules and standards that allow for new construction and residential remodeling while preserving the sensitive context for residential development in Hillsborough. At a prior firm, Tom Ford served as Project Manager for the *Residential Design Guidelines*.



PAYAL BHAGAT

PRINCIPAL PLANNER

EXPERIENCE

M-Group

Principal Planner
Sep 2019–Present

City of Lafayette

Senior Planner
Jan 2017–Aug 2019
Lafayette, CA

City of Mountain View

Senior Planner
May 2016–Jan 2017
Mountain View, CA

City of Santa Clara

Associate Planner
Nov 2008–May 2016
Santa Clara, CA

City of Fremont

Zoning Technician
Jul 2006–Jul 2008
Fremont, CA

EDUCATION

Master of Urban and Regional Planning

San Jose State University
San Jose, CA

Bachelor of Architecture

Center for Environmental Planning
and Technology
Ahmedabad, India

Payal has over 14 years of planning experience with increasingly responsible positions. She has excellent management skills applicable to guiding teams, consultants, and committees, as well as driving projects to be on time and on budget. Her dynamic background in current and long-range planning includes Design Review, Environmental Review, CEQA Documentation, Ordinance Development and Implementation, Zoning Codes, and General Plan Updates. Payal has demonstrated her communication skills and ability to engage an audience as a panel speaker and presenter at California Chapter American Planning Association Conferences.

AREAS OF EXPERTISE

Policy Planning
Development and Architectural Review
Project Management
Community Development
Environmental Review
Community Outreach

PROFESSIONAL EXPERIENCE

PRINCIPAL PLANNER | M-GROUP

City of Walnut Creek - Project Manager for Density Bonus Ordinance Update Project: currently updating the Density Bonus Ordinance consistent with State Law; creating a City specific Supplemental Density Bonus Program; conducting outreach to the development leaders and the community and preparing an appropriate environmental document to support the project. The project is scheduled for the next available joint study session with the Planning Commission and City Council prior to creating the Zoning Code Amendment for final adoption.

City of Saratoga - Review of SB35 Development Project: created a consistency checklist for project compliance with the objective standards provided in the City of Saratoga Municipal Code; authored 30-day non-compliance/incomplete letter; conducted community outreach meeting and created a response to comments received; and created final conditions of approval document for Quito Village Project. The Quito Village Project initiated SB35 Streamlined Process for development of 90 residential units (both for sale and for rent) in 17 buildings with 10 percent of units affordable to very-low income households and 4,999 square feet of commercial use in a separate building.

SENIOR PLANNER | CITY OF LAFAYETTE, CA

Supervised and mentored junior staff. Acted as Staff Liaison to: The Environmental Task Force and Downtown Objective Standards Sub-Committee; Design Review Commission; Planning Commission; and Zoning Administrator. Responsible for recruitment, and management of contract staff and budget, environmental consultant contracts, and code enforcement. Lead Planner on Council initiated zoning code updates to adopt

PAYAL BHAGAT

PRINCIPAL PLANNER

California Building Code revisions, Cannabis and Affordable Housing regulations, and Appeals Ordinance. Lead Planner: to create Objective Design Standards for Multi-family and Multi-family mixed use development in the Downtown; process 200+ rental and for-sale market rate and affordable units in the downtown; redevelopment of a community park; 50,000 square foot Cancer Society Community project in Downtown; single family subdivision; and development of residential property within hillside overlay district.

SENIOR PLANNER | *CITY OF MOUNTAIN VIEW, CA*

Lead Planner/Project Manager of entitlements for 1500 market-rate and affordable housing units and associated infrastructure projects such as pedestrian and bicycle connection. Managed project for creating sustainable district in conjunction with Microsoft, Google and other adjoining companies. Mentored and trained associate, contract, and entry level planners.

ASSOCIATE PLANNER | *CITY OF SANTA CLARA, CA*

Developed and implemented City of Santa Clara's Climate Action Plan which was successful in reducing greenhouse gas emissions by 24%. Served as Liaison to the Architectural Committee and to the City of Cupertino for the development of Apple Campus II project. Project Manager for: development of 2+ million square feet complex office/research and development buildings; housing/apartment projects; senior/affordable housing and mixed use (250,000+ square foot commercial/5000+ housing units) projects; a 150+ room hotel; review of restoration/rehabilitation of historic structures; focus area plans; CIP projects such as International Swim Center, Silicon Valley Power office building; bike trail/sidewalk enhancement projects; and 49ers Stadium make-ready project. Lead planner for Data Center projects within Santa Clara, responsible for 23+ projects totaling more than 2Million+ square feet of industrial space. Served on the Technical Advisory Committee for the High Speed Rail project and Caltrain Electrification project. Conducted Fiscal analysis of the City of Santa Clara General Plan Land Use Policies. Recruited, trained, and managed interns, consultants, and a city project budget of over \$1.5 Million.

ZONING TECHNICIAN | *CITY OF FREMONT, CA*

Project Manager for development projects including new single family and multifamily housing; industrial buildings; conditional use permits; review of modifications to historic structures; and site inspections. Optimized permit processing for various entitlements and business signage resulting in 20% reduction in time. Organized permit center, permit streamlining, and counter staff training.

JUSTIN SHIU, AICP

SENIOR PLANNER



EXPERIENCE

M-Group

Senior Planner
2019 – Present

M-Group

Associate Planner
2015 – 2019

M-Group

Assistant Planner
2013 – 2015

EDUCATION

Master of City and Regional Planning & Master of Science in Engineering, for Transportation Planning
California Polytechnic State University
San Luis Obispo, CA

Bachelor of Arts in Urban Studies
University of California, Berkeley
Berkeley, CA

MEMBERSHIPS

American Institute of Certified Planners (AICP)
American Planning Association (APA)

Justin has experience working for cities in current and long-range planning. His work in current planning has included design review and permit processing for Bay Area cities. He has contributed to long-range planning in projects ranging from municipal code amendments to General Plan update projects, including Housing Elements. Justin brings together his technical knowledge and his analytical skills to provide comprehensive support to local planning.

AREAS OF EXPERTISE

Development and Design Review
General Plan Updates
Policy Planning
Mapping and Graphic Design

PROFESSIONAL EXPERIENCE

ADU ORDINANCE UPDATE | *VARIOUS CITIES*

Worked with the City of San Rafael on an update to the City's accessory dwelling unit ordinance to bring it into compliance with State law. Recommended interim measures for new applications while the ordinance is being updated and prepared handouts explaining regulations. Collaborated with Town of Moraga staff to draft updates to the ADU ordinance to bring it into compliance with State law.

EL CAMINO REAL CORRIDOR SPECIFIC PLAN | *CITY OF SUNNYVALE, CA*

Engaged in research, land use planning, and workshop preparation to develop a vision for land uses and multimodal circulation along the El Camino Real corridor in Sunnyvale. Contributed in the assessment of existing conditions, development of outreach material, drafting of the vision and principles, preparation of conceptual land use alternatives, and evaluation of development potential. Prepared outreach materials, compiled meeting summaries, and maintained an up-to-date project website.

GENERAL PLAN 10 YEAR STATUS REPORT AND AMENDMENT | *CITY OF SAN RAFAEL, CA*

Compiled a 10-year status report on program accomplishments for the 16 Elements of the San Rafael General Plan. Prepared amendments to the General Plan based on the status report and in conjunction with City staff. Drafted a General Plan EIR Addendum.

2015-2023 HOUSING ELEMENT UPDATE | *VARIOUS CITIES*

Assisted cities in obtaining HCD certification for their Housing Elements through the streamlined update process. Conducted the housing needs assessments for cities in Sonoma, Marin, San Mateo, and Santa Clara counties to understand the housing need of jurisdictions for the 2015 -2023 planning period. Collaborated on updates to the constraints, resources, site inventory and programs sections of the Housing Element. Prepared draft documents for HCD streamlined review. Helped finalize Housing Elements and prepare them for Planning Commission and City Council hearings.

JUSTIN SHIU, AICP

SENIOR PLANNER

ENVIRONMENTAL REVIEW

INITIAL STUDIES/(MITIGATED) NEGATIVE DECLARATIONS | *VARIOUS CITIES*

Assisted in the preparation of initial studies/ (mitigated) negative declarations for study areas in various Bay Area cities. Collaborated on drafting sections for the evaluation of environmental impacts. Prepared exhibits showing land uses, natural resources, and impacts used in environmental documents of various projects.

SAN PABLO AVENUE RESIDENTIAL DEVELOPMENT INITIAL STUDY/MND | *CITY OF EL CERRITO*

Assisted in the preparation of Initial Studies to demonstrate compliance with the San Pablo Avenue Specific Plan EIR for residential developments proposed on three sites.

TEC PLAN INITIAL STUDY/MND | *CITY OF BENICIA*

Assisted in the preparation of an Initial Study/ Mitigated Negative Declaration for the Transportation and Employment Center Plan Area in Benicia. Drafted the evaluation of environmental impacts on agriculture, air quality, geology, greenhouse gas emissions, hazardous materials, hydrology, land use, noise, population and housing, public services, recreation, transportation, and utilities.

DENSITY BONUS ORDINANCE INITIAL STUDY/ND | *CITY OF WALNUT CREEK*

Preparing an initial study/negative declaration for updates to the City's density bonus ordinance.

HARMONY LOT 3 EIR ADDENDUM | *CITY OF PACIFICCA*

Preparing an EIR addendum for the development of a single family residence on a vacant lot. The property is part of a subdivision covered by an EIR.

STAFFING SOLUTIONS

CURRENT PLANNING SERVICES | *CITY OF PINOLE, CA*

Reviewed development and use permit applications, worked with applicants and consultants on assembling a complete application, prepared public hearing materials, and presented entitlement requests and appeals for consideration at Planning Commission and City Council hearings. Managed the scheduling of advisory committee meetings and public hearings. Maintained ongoing current planning functions and helped preserve continuity during the transition between Planning Managers.

CURRENT PLANNING SERVICES | *CITY OF SOUTH SAN FRANCISCO, CA*

Reviewed applications for new multifamily units, hotels, commercial buildings, and industrial buildings. Worked with applicants to prepare projects for Planning Commission and City Council review. Coordinated with environmental consultants on preparation of initial studies and environmental consistency analyses. Provided planning counter assistance and conducted plan checks. Managed all applications for new small cell wireless facilities submitted to the Planning Division and any related tasks outside of the plan review, such as interdepartmental communications, examination of alternatives with applicants, response to public comments, and handling of appeal requests.

bae urban economics

Matt Kowta, MCP, Principal in Charge

Managing Principal



Professional Experience

For the past 29 years, Matt has pioneered innovative techniques in economic analysis to meet the challenges of contemporary urban development. Matt oversees BAE operations spanning all five of BAE's offices, supporting clients with expertise in development feasibility and market analysis, affordable and workforce housing, public finance and fiscal impact, and strategic economic development.

Matt has managed numerous studies relating to affordable housing, workforce housing, inclusionary housing policies, and housing impact analyses. Matt has directed preparation of full Housing Element Updates and Housing Element Needs Assessments and for a diverse range of California communities, ranging from urban locations, such as Vallejo, to rural areas, such as Yolo and Butte Counties. His Housing Element work also includes Napa County for the past three update cycles, St. Helena, Truckee, Windsor and Davis. Matt will be overseeing BAE's work on the Mountain View Housing Element Update.

Matt recently served as BAE's principal-in-charge for major affordable and workforce housing studies in the Lake Tahoe region, including the Truckee North Tahoe Regional Housing Needs Study and the Placer County Housing Strategy and Development Plan. Matt is currently leading assisting Palm Beach County, Florida with a workforce housing program, an inclusionary housing policy for the City of Napa and a Housing Strategy for the City of Sunnyvale.

Education

Master of City Planning, UC Berkeley

Bachelor of Arts, Geography, UCLA

Housing Element Updates (3 cycles)

County of Napa, California
Housing Needs Analysis,
Housing Policy
Development

Workforce Housing Needs Assessment

Town of Truckee,
California
Housing Needs Analysis,
Best Practices, Strategy
Development

Assured Housing Feasibility Study

City of Moab and Grand
County, Utah
Housing Feasibility
Analysis, Workforce and
Affordable Housing, Policy
Development

Workforce Housing Policy Feasibility

Palm Beach County,
Florida
Housing Needs Analysis,
Development Feasibility
Analysis, Policy
Development

Affordable Housing Nexus Analysis

City of Bloomington,
Minnesota
Housing Needs Analysis,
Development Feasibility,
Affordable and
Inclusionary Housing
Policy Development



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Stephanie Hagar, MCP, Project Manager
Associate Principal



Education

Master of City Planning,
UC Berkeley

Bachelor of Art,
Psychology, UC San
Diego

Professional Experience

Stephanie provides strong leadership and project management to BAE engagements throughout the western US. She has extensive experience with workforce and affordable housing studies, along with deep expertise in financial feasibility, fiscal impact, economic impact, and market studies.

Stephanie has completed numerous workforce and affordable housing strategies, needs assessments, and policy studies. She has completed Housing Element Updates for the cities of Milpitas and Concord, analyzing housing needs, identifying potential housing development sites, evaluating programs and policies, and leading public engagement activities. Stephanie is currently serving as Project Manager for the City of Davis Housing Element Update and she recently served as project manager for the preparation of a Housing Strategy for the City of Sunnyvale. Her other housing policy work has included affordable housing and anti-displacement strategies for TOD plans in Walnut Creek, Rohnert Park, Fairfield, and South San Francisco. Stephanie will be serving as BAE's project manager for the Mountain View Housing Element Update.

Stephanie also offers expertise in fiscal impact analysis for a wide range of land uses. She has led and supported fiscal analyses for numerous major plans and projects in Menlo Park, including two separate expansions of the Facebook headquarters campus, the City's General Plan Update, and the City's Housing Element Update. Her other fiscal impact analyses include evaluations of proposed projects and plans in East Palo Alto, Foster City, Vallejo, South San Francisco, San Jose, and San Rafael.

**Housing Element Update
Fiscal Impact Analysis**

City of Menlo Park
Fiscal Impact Analysis

Housing Element Update

City of Concord
Housing Needs Analysis,
Housing Policy
Development

Housing Element Update

City of Milpitas
Housing Needs Analysis,
Site Inventory, Housing
Policy Development

**Housing Element Update
(in progress)**

City of Davis
Housing Needs Analysis,
Site Inventory, Housing
Policy Development

**Affordable Housing
Strategy**

City of Sunnyvale
Workforce and Affordable
Housing Needs
Assessment, Analysis of
Special Housing Topics,
Policy Analysis

**Fiscal and Housing
Needs Impact Analyses
(multiple projects)**

City of East Palo Alto
Housing Needs
Assessment; Fiscal Impact
Analysis



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Chelsea Guerrero, MCP
Senior Associate



Professional Experience

Chelsea brings a strong background in housing and economic development to BAE. She is familiar with econometric statistical modeling and specializes in detailed analysis for public policy planning.

Chelsea provides market, feasibility, and fiscal impact analyses for BAE projects throughout California. She has extensive experience preparing market, feasibility, and fiscal impact analyses to inform long-range planning decisions and the evaluation of proposed development projects in the Bay Area. She has worked on market and feasibility studies in the cities of Milpitas, San Jose, Sunnyvale, Menlo Park, and San Ramon. Her housing policy work has included financial feasibility testing of potential inclusionary housing policy options in the cities of Menlo Park and Napa and the assessment of workforce housing needs for the Golden Gate National Recreation Area. Her fiscal impact analysis work has included evaluations of development projects in Menlo Park, East Palo Alto, San Bruno, and Long Beach. She has also prepared fiscal impact analyses to evaluate the impacts of proposed land use changes in Milpitas, Vallejo, Gilroy, Napa, and San Ramon.

Prior to joining BAE, Chelsea worked at the Metropolitan Transportation Commission (MTC) on its Regional Prosperity Plan, a three-year regional planning initiative funded by the U.S. Department of Housing and Urban Development (HUD).

Education

Master of City and Regional Planning, UC Berkeley

Bachelor of Arts, Political Economy and Geography, UC Berkeley

Facebook Campus Expansion Fiscal Analysis

City of Menlo Park
Fiscal Impact Analysis for Tech Office Expansion

Fiscal Impact Analyses (multiple projects)

City of East Palo Alto
Fiscal Impact Analysis

Golden Gate National Recreation Area Employee Housing Needs Study

National Park Service
Workforce Housing Needs Analysis

Inclusionary Housing Feasibility Analysis

City of Menlo Park
Inclusionary Housing Financial Feasibility Analysis

VTA Development Advisory Services

Santa Clara Valley Transportation Authority
Market Analysis, Development Feasibility Analysis, Highest and Best Use Analysis, and Developer Solicitations

Nasa Research Park Real Estate Advisory Services

Moffett Field, California
Market Analysis and Lease Negotiations Support



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Miki Kobayashi
Senior Analyst



Education
Bachelor of Science,
Environmental Policy and
Planning, UC Davis

**Role for Proposed
Scope of Services**
Research Support

Professional Experience

Miki Kobayashi provides high quality research and analytical support for BAE’s full range of consulting assignments.

Miki’s recent experience includes data collection and analysis for a series of General Plan Updates, including for Contra Costa County, Glenn County, and the City of Sacramento, as well as a Real Estate Master Plan Update in Alameda County. This work included collection of demographic and economic data through primary and secondary research techniques, and analysis of housing sales data and trends. Miki also contributed GIS-based analysis for the Placer County Housing Strategy and Development Plan and for economic evaluation of master plan changes for a mixed-use village in Truckee. Additionally, she recently helped with an affordable housing market study for Abode Communities. Currently, she is providing research assistance for the preparation of the City of Stockton Consolidated Plan and Analysis of Impediments to Fair Housing Choice and the Vacaville Affordable Housing and Anti-Displacement Strategy.

Prior to joining BAE, Miki interned with the Yolo County Transportation District, where she analyzed ridership trends. Additionally, she interned at Morgan Stanley and Majerko Investment Management, where she conducted financial analyses and market research. Miki is currently studying for a Masters in City and Regional Planning at UC

**Affordable Housing
Strategy and
Development Plan**

Placer County, California
Housing Feasibility
Analysis, Workforce and
Affordable Housing, Policy
Development

General Plan Update

City of Sacramento,
California
Market Analysis,
Demand Projections,
Policy Development

General Plan Update

Glenn County, California
Market Analysis,
Demand Projections,
Policy Development

General Plan Update

Town of Truckee,
California
Market Analysis,
Demand Projections,
Policy Development

**Consolidated Plan and
Analysis of Impediments**

City of Stockton,
California
Housing Needs
Assessment,
Fair Housing Data
Collection and Analysis

Vacaville Downtown Plan

City of Vacaville,
California
Market Analysis, Housing
Needs, Demand
Projections,
Policy Development



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Hillary Gitelman

Project Director

EDUCATION

M.S., Historic Preservation, Columbia University, School of Architecture, Planning & Preservation, New York, NY

B.A., History of Art, Yale University, New Haven, CT

25+ YEARS' EXPERIENCE

PROFESSIONAL AFFILIATIONS

American Planning Association

San Francisco Planning and Urban Research Association

Bay Area Planning Directors Association (Steering Committee)

California Preservation Foundation

Lambda Alpha International

HONORS

Cal APA 2018 Hard-Won Victories Award, Palo Alto Comprehensive Plan Update

APA 2004 Outstanding Planning Award & National Association of Environmental Professionals 2003 Presidents Award for the Presidio Trust Management Plan

San Francisco Mayor's Fiscal Advisory Committee 1998 SPUR Award for Managerial Excellence

Hillary leads ESA's Bay Area Environmental Planning group and has over 25 years of experience in planning and environmental review with variety of Bay Area agencies and organizations. Early in her career, Hillary served as the Environmental Review Officer for the City and County of San Francisco, working on CEQA review of large projects in San Francisco such as Mission Bay, AT&T Park, the Third Street Light Rail, and more. She also served as planning director of the Presidio Trust, where she led the planning and NEPA process associated with the Presidio Trust's Management Plan, which still serves as the Trust's "general plan." Hillary's public agency experience also included planning director positions in Napa County and the City of Palo Alto, where she led the process to update each agency's general plan and conduct the associated CEQA review. She brings a depth of experience in policy planning, development and infrastructure project review, and CEQA/NEPA compliance. Her projects have included new general plans, planning and zoning changes to stimulate multifamily housing, as well as environmental review of major transportation and development projects. She has demonstrated the ability to advance constructive change even in slow growth communities, and has experience working in rural, suburban, and urban contexts.

Relevant Experience

Project Director, EIR Preparation for Local Lead Agencies. Since joining ESA, Hillary has supported project managers responsible preparing Environmental Impact Reports (EIRs) in compliance with CEQA. Hillary offers strategic support, digging into project coordination and required analyses as needed. Her ongoing or completed projects include a quarry expansion in Mendocino County, a new ballpark in Oakland, a housing inventory for Napa County, and a large mixed use development for a confidential client in San Jose. For all of these projects, Hillary collaborates with accomplished project managers and a deep bench of in-house technical experts in the fields of cultural resources, biology, hydrology, air quality and noise, and more.

Harris Quarry, Revised Draft and Final EIR, Mendocino County, CA. *Project Director.* Hillary supported Luke Evans, project manager, in preparing a revised Draft EIR and Final EIR, responding to a court decision that invalidated portions of a prior document that was prepared by another firm. The work required strict adherence to the principle of *res judicata*, as well as an in depth examination of potential changes in circumstances since the prior analysis.

Oakland Waterfront Ballpark District Project EIR, Oakland, CA. *Project Director.* Hillary supported Crescentia Brown, project manager, in preparing a Draft EIR analyzing the Oakland A's proposal for a new ballpark and mixed use development on the waterfront in downtown Oakland. With the City of Oakland acting as CEQA lead agency, Hillary and her team prepared the Draft EIR that was released for public review in the spring of 2020.

City of Palo Alto, Director of Planning & Community Environment, Palo Alto, CA. In her role as Director, Hillary served a city of approximately 65,000 residents with a daytime population of over 150,000 in the heart of Silicon Valley. She reported to the City Manager and oversaw a staff of 40+ responsible for current and long range planning, transportation, and code enforcement. Her projects included preparation and CEQA review of the 2014-2023 Housing Element update, an updated general plan, zoning ordinances, project reviews in employment districts such as the Stanford Research Park, and a variety of transportation initiatives mostly focused on traffic safety, trip reduction, and pedestrian/bicycle improvements.

Napa County, Director of Planning, Napa, CA. Hillary directed the Department of Planning, Building & Environmental Services with a staff of 70 and a budget of over \$8 Million, overseeing current and long-range planning, watershed conservation, parks, building permit and code enforcement activities, environmental health/consumer protection, engineering, and storm water pollution prevention programs. She reported to the elected Board of Supervisors and the County CEO. Major projects included preparation and CEQA review of the 2007-2014 Housing Element Update, a general plan update, and planning for a new neighborhood on the Napa Pipe brownfield site abutting the Napa River and the City of Napa, which was critical for the County's housing inventory in its 2014-2023 Housing Element.

Presidio Trust, Director of Planning, San Francisco, CA. Hillary directed the planning department of the Presidio Trust, a federal agency established to preserve the Presidio of San Francisco for public use while making the former U.S. Army post financially self-sufficient. She reported to the Executive Director and supervised a staff of 25 planners, landscape architects, transportation engineers, preservation specialists, ecologists, archaeologists, and others; responsible for an overall annual budget of \$3 Million. Hillary was responsible for award winning *Presidio Trust Management Plan* adopted in August 2002; also responsible for NEPA/Section 106 compliance, and other plans and projects in support of resource preservation, leasing and development activities.

City of San Francisco, Environmental Review Officer, San Francisco, CA. In this role, Hillary was responsible for the City and County of San Francisco's compliance with the California Environmental Quality Act (CEQA) and related laws. She supervised a staff of 15 people who prepared and reviewed Environmental Impact Reports, negative declarations, and other environmental documents for compliance with CEQA, NEPA, and related statutes. Ultimately, she was responsible for the content of hundreds of environmental documents prepared each year, and for successfully integrating the environmental review function with other Planning Department functions. Major projects included replacement of the Mid-Embarcadero Freeway, Mission Bay Redevelopment, the Third Street Light Rail Project, the Proposed SFO Runway expansion (never completed), and ATT Park.



Luke Evans

Project Manager

EDUCATION

M.S., Environmental Policy and Natural Resource Management, University of Arizona, Tucson, 2002

B.A., History and Religious Studies, University of Arizona, Tucson, 1992

20 YEARS' EXPERIENCE

Luke Evans has developed a reputation throughout his 20-year career for being able to successfully manage a wide range of project types, and his multi-disciplinary training allows him to work within a broad range of environmental fields. He has managed environmental document preparation for large-scale residential, commercial, and industrial projects in urban and rural settings, general plans, specific plans, light rail transportation networks, and affordable housing projects. Luke recently oversaw the successful certification of the EIR for the City of Eureka's General Plan. He is currently managing the preparation of an EIR in Sacramento County for the Grandpark Specific Plan, a project that will eventually provide up to 22,000 new residential units, millions of square feet of regional and neighbourhood commercial uses, and a regional hospital. In more urban settings, Luke has successfully managed projects in San Francisco, Alameda, and Sacramento that have allowed approval of thousands of new residential units.

Relevant Experience

City of Eureka, General Plan Program EIR, Humboldt County, CA.

Project Manager. Luke served as project manager for preparation of a program EIR for the City's 2040 General Plan Update. The City's General Plan had not been comprehensively updated since 1997, and the City was looking towards providing for greater densification of commercial and residential uses in its historic core and also along its working waterfront. Important issues in the EIR centred on historic resources, traffic and transportation, Coastal Zone issues, and general land use issues. The EIR was certified and the General Plan Update was adopted in October, 2018.

City of Alameda, Alameda Marina Master Plan EIR, Alameda County, CA.

Project Manager. Luke led the EIR effort for the controversial redevelopment of the 44-acre Alameda Marina property on the Oakland Estuary. The comprehensively redeveloped property will include a mix of 779 new housing units, 150,000 square feet of retail and office uses, 550 boat slips, and 4.5 acres of public open space. A significant component of the project included the complete revitalization of the existing dock and shoreline infrastructure. Issues of concern for the project included transportation, historic architectural resources, and aquatic resources.

County of Humboldt, County General Plan Update, Humboldt County, CA.

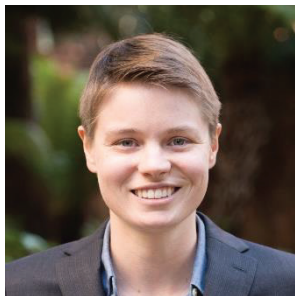
Project Manager. Luke served as project manager for preparation of

the air quality, climate change, noise, and transportation sections of the General Plan EIR. The General Plan Update had been under development for more than 15 years, and had been the subject of challenges and controversy. The County required specific expertise to prepare the highly technical air quality, climate change, noise, and transportation sections. Issues unique to the project included projecting an interim “worst-case” impact scenario for the Year 2028 rather than the planning horizon year of 2040. This was due to projected population declines after 2028. The EIR was certified and the General Plan was adopted in October, 2017.

City and County of San Francisco, Mayor’s Office of Housing and Community Development, San Francisco, CA. *Project Director.* For the last five years, Luke has overseen ESA’s on-call contract with the San Francisco Mayor’s Office of Housing for NEPA compliance for residential projects receiving U.S. Department of Housing and Urban Development (HUD) grants and associated funding. In this capacity, Luke has overseen multi-disciplinary teams evaluating proposed housing projects on Treasure Island, and in the Mission District, Mission Bay, the Tenderloin, Bayview, and South of Market neighborhoods. Issues typically associated with these types of high-density infill projects include historic resources, environmental justice, hazardous materials, visual resources, and transportation. Under Luke’s leadership, more than a half-dozen NEPA documents have been successfully prepared for projects that total more than 2,000 new residential units in the City.

County of Sacramento, Grandpark Specific Plan Program EIR, Sacramento County, CA. *Project Manager.* Luke is currently serving as project manager for preparation of a program EIR for a 5,600-acre mixed use project in unincorporated Sacramento County. The Specific Plan envisions the construction of ±22,000 residential units, ±400 acres of commercial uses, and ±2,000 acres of parks and open space. Issues of concern include transportation and traffic, drainage, consistency with an existing Habitat Conservation Plan, nearby Sacramento international Airport operations, and conversion of agricultural land.

Sacramento Regional Housing Authority/Sacramento Regional Transit District, Twin Rivers Transit-Oriented Development and Dos Rios Light Rail Station Project, Sacramento County, CA. *Project Manager.* Luke successfully led a complex environmental compliance effort for a combined NEPA/CEQA document that evaluated the effects of a rehabilitated and expanded affordable housing project and construction and operation of RT’s proposed Dos Rios light rail station north of downtown Sacramento. HUD was the federal lead agency, and the City of Sacramento and RT served as cooperating local lead agencies. The Federal Transit Administration also used the combined NEPA/CEQA document to prepare its own findings for the light rail station. The project is currently under construction.



Jill Feyk-Miney

Deputy Project Manager

Jill is an accomplished understanding and environmental principles. NEPA documentation, and wetland and expertise leads to capability. Jill’s broad her to work on a variety and infrastructure

EDUCATION

M.S., Environmental Studies, California State University, Fullerton

B.S., Environmental Studies, University of California, Santa Barbara

5 YEARS EXPERIENCE

PROFESSIONAL AFFILIATIONS

Association of Environmental Professionals

American Planning Association

TRAINING

Wetland Training Institute, Wetland Delineation

South Coast Air Quality Management District, 2016 CalEEMod Software

With her master’s degree in Environmental Studies, professional who provides a well-rounded approach to the practical application of She has experience writing all levels of CEQA and while specializing in air quality modeling/analysis, jurisdictional delineations. Her in-depth technical cohesive document production and peer-review planning and environmental knowledge has allowed of residential, commercial, industrial, transportation, projects.

Relevant Experience

Alameda Marina Master Plan EIR, Alameda, CA.

Project Analyst. Jill assisted in the EIR effort for the redevelopment of the 44-acre Alameda Marina property on the Oakland Estuary by preparing sections of the EIR including Geology and Soils, and Hazards and Hazardous Materials. The comprehensively redeveloped property will include a mix of 779 new housing units, 150,000 square feet of retail and office uses, 550 boat slips, and 4.5 acres of public open space, including a new segment of the San Francisco Bay Trail. A significant component of the project will include the complete revitalization of the existing dock and shoreline infrastructure. Issues of concern for the project include transportation, aquatic resources, and historic architectural resources.

The Residences at Shoreline Gateway, Mountain View, CA.

Deputy Project Manager. Jill is assisting with the preparation of an EIR for the development of 203 apartment units and 100 condominium units in two buildings. The Project also includes construction of an above ground parking structure for an existing office building on the site. Jill is preparing many sections of the document, and conducting the air quality and greenhouse gas analysis.

Fruitvale Transit Village Phase IIB, Oakland, CA.

Project Manager. Jill is prepared a CEQA Compliance Memorandum with the 2010 Fruitvale Transit Village Project EIR, and a NEPA Re-Evaluation of the 2011 Environmental Assessment prepared for the Fruitvale Transit Village affordable housing project for the

purposes of Phase IIB development. Jill is also managed the contracting and budgeting, and was the primary point of contact for the client.

City of Redwood City, Harbor View Project EIR, Redwood City, CA. *Deputy Project Manager.* Jill, Deputy Project Manager, is coordinating the Harbor View Project EIR in the City of Redwood City. The Project involves the construction of an approximately 1.3-msf office campus, and includes a dedicated amenities building, two parking garages, and a robust transportation demand program. ESA had previously prepared a Draft EIR for the Redwood City Inner Harbor Specific Plan for 100 acres along US 101 and Redwood Creek including the Harbor View Project site, but the City ultimately elected to not proceed with the Specific Plan. Jill prepared the Air Quality, Greenhouse Gas Emissions and Energy, Geology and Soils, and Hazards and Hazardous Materials chapters of the EIR.

Quarry Residential Project, Richmond, CA. *Deputy Project Manager.* Jill assisted with the preparation of an EIR for the Quarry Residential Project which would develop approximately 60 attached townhomes and 216 multifamily condominium flats on an 18.4-acre site in the Point Richmond neighborhood of the City of Richmond. Jill prepared many sections of the document including: the project description, air quality, greenhouse gas, population and housing, utilities, hydrology, and public services and recreation. Jill is also prepared a standalone energy section that quantifies the construction and operational (including transportation fuel use) energy use.

Bayview Estates Residential Project, Contra Costa County, CA. *Deputy Project Manager.* Jill is assisting with the preparation of an EIR for a proposed residential development of an undeveloped, 30-acre site in the Vine Hill/Pacheco Boulevard area of unincorporated Contra Costa County. Jill is conducting an assessment of wetlands impacts based on a field survey and comparison to a previously completed wetland delineation, conducting peer review of the Biological Resources CEQA analysis, and acting as deputy project manager for the EIR.

1750 Broadway, Oakland, CA. *Deputy Project Manager.* The 1750 Broadway Project would demolish an existing structure on the parcel and would construct a 38-story building containing approximately 307 residential units, 5,000 square feet of ground-level retail, and 212 vehicle parking stalls on six above-ground levels. Jill provided analysis for the Project to qualify under the Class 32 CEQA Categorical Exemption for In-fill Development Projects.

412 Madison Street, Oakland, CA. *Deputy Project Manager.* Jill assisted in the preparation of a CEQA checklist in support of using CEQA streamlining and/or tiering provisions for the Project. The Project would develop a seven-story, mixed-use residential building with approximately 157 apartment units, 91 garage parking spaces, and 1,269 square feet of ground floor commercial use.

2424 Webster Street, Oakland, CA. *Environmental Analyst.* Jill prepared a CEQA Checklist/Exemption Report and provided environmental analysis in support of an Addendum to the Broadway Valdez District Specific Plan EIR. The Project would develop a 6-story, 75-foot-tall (including roof parapet) building with approximately 75,000 square feet of office space, 15,000 square feet of retail space, and 90 parking spaces below grade on Webster Street.

Gary K. Black, AICP, President**Education**

Master of City Planning in Urban Transportation, University of California at Berkeley

Bachelor of Arts in Geography, University of California at Los Angeles

Professional Associations

American Institute of Certified Planners

Institute of Transportation Engineers

**Experience**

Since 1982, Mr. Black has directed a number of transportation planning, traffic engineering, parking, and transit studies. He has prepared transportation plans for the Cities of San Jose, Palo Alto, San Mateo, Gilroy, and San Carlos, and areawide plans for reuse of the Bay Meadows racetrack site in San Mateo, Moffett Park in Sunnyvale, and many parts of San Jose (North San Jose, Downtown, Edenvale, and Evergreen). He has prepared traffic studies for new development in most cities within the Bay Area. He also has prepared numerous parking studies, including downtown parking studies for San Carlos, San Mateo, Gilroy, and San Jose.

Representative Projects**• Areawide Transportation Plans:**

Circulation Elements for General Plans in San Mateo, Sunnyvale, Cupertino, Gilroy, and Palo Alto.

Bay Meadows – Hexagon prepared the transportation plan for redevelopment of the Bay Meadows Race Track in San Mateo into a mixed-use, transit orientated development.

Sunnyvale – Hexagon prepared specific plans for the Peery Park, Lawrence Station, Moffett Park, and El Camino Real areas of Sunnyvale. The plans were developed to support increased density of development, more diverse land uses, and buildout of the bicycle and pedestrian networks. The studies included travel demand model forecasts and estimates of vehicle miles traveled.

North San Jose – Hexagon developed a revised development policy for North San Jose that included a long-range forecast of traffic conditions and development of a long list of necessary transportation improvements – both roads and transit. The policy resulted in the adoption of an impact fee to fund transportation improvements.

Santa Clara – Hexagon has done transportation planning for two specific plan areas. These were developed to support housing development in industrial areas to create a better jobs-housing balance. The studies were completed with travel demand models and calculated the change in vehicle miles traveled.

• Campus Studies:

Foothill College –The campus is served by one ring road that is accessed through a single intersection. Hexagon staff recommended that the ring road be made one-way. Other recommendations were also made for better signage and lighting around the ring road.

City College – Hexagon staff was hired to measure parking demand and to determine the amount of new parking needed. Hexagon staff conducted parking occupancy surveys. Student parking in neighborhoods was estimated by comparing overnight occupancy to occupancy at typical student peak times.

Evergreen Valley College - Hexagon was hired to assess the impact of expansion of the campus. One issue was reducing vehicle miles traveled since the campus is located on the edge of the city.

- **Site Traffic Analyses:**

For offices, hotels, restaurants, residential subdivisions, apartments, schools, warehouses, industrial complexes, distribution centers, and mixed-use developments in San Jose, Santa Clara, Sunnyvale, Milpitas, Los Gatos, Fremont, Monterey, Palo Alto, Menlo Park, Redwood City, San Carlos, San Mateo, Los Altos, Santa Rosa, Napa, Hayward, Bakersfield, Richmond, Danville, Concord, and Cupertino, California. These included estimation of future trip generation, impacts on adjacent intersections, and site-specific pedestrian and auto circulation issues such as driveway and crosswalk locations.

- **Impact Fee Studies:**

Mr. Black has directed numerous transportation impact fee studies. The purpose of the studies is to identify future transportation deficiencies, improvements to address the deficiencies, and costs to implement the improvements. Impact fee studies were completed for San Mateo, Palo Alto, Sunnyvale, San Jose, Santa Clara, and Gilroy.

- **Parking Studies:**

San Carlos – Staff believed that the available parking spaces were utilized to such an extent that any future development could not be accommodated. It was determined that future development could be accommodated only by planning a parking structure. A suitable site was identified, and a three-level parking structure was designed (one level underground and two levels above). To help the financial feasibility of the parking structure, it was designed to have two levels of housing above.

San Mateo – Due to recent and projected growth, many downtown merchants believed that more parking facilities were needed. Surveys revealed that the existing parking situation was adequate, although during peak times customers sometimes had to settle for less desirable spaces because the prime spaces were taken by employees. The study was able to show that a relatively modest increase in downtown parking meter rates combined with a small property assessment could finance an additional parking structure.

- **Major Developments:**

Valley Fair – Valley Fair is a 1.2 million square foot regional mall that was proposed for enlargement by approximately 300,000 square feet.

Santana Row – This project transformed a 1960's era shopping center into a mixed-use "Main Street" style shopping, entertainment and residential center.

Oakridge Mall – The proposed expansion consisted of the addition of 85,000 square feet of movie theater space plus additional retail and restaurant space.

Evergreen Specific Plan - The plan called for the construction of over 4,000 dwelling units on about 600 acres. Hexagon staff analyzed both on-site and off-site traffic impacts of the plan and developed the circulation element of the EIR.

Facebook Willow Village – The Willow Village plan included over one million square feet of new office space for Facebook plus residential, retail, and hotel development. Hexagon completed the transportation study for the plan including calculation of VMT effects and the design of access and on-site circulation.

Ollie Zhou, T.E., Vice President & Principal Associate

Education

Bachelor of Science – Civil & Environmental Engineering, University of California – Berkeley

Professional Associations

Member of the Institute of Transportation Engineers

Registered Professional Traffic Engineer in the State of California (TR 2857)



Experience

Since January 2014, Mr. Zhou has participated in a variety of traffic engineering and transportation planning projects for both the public and private sectors throughout the greater San Francisco Bay Area. These projects include travel demand model validation and application for general plan updates and area plans, traffic impact studies, site traffic analyses, parking studies, and multi-modal roadway segment analysis.

Mr. Zhou has been primarily involved in utilizing the CUBE travel demand forecasting software package for travel demand model applications, as well as TRAFFIX, Synchro and SimTraffic software and Highway Capacity Manual (HCM) methodology to evaluate intersection operations and analyzing project impacts. Mr. Zhou is proficient with ArcGIS, Excel, and Word.

Representative Projects

• Travel Demand Forecasting Model Development and Application Projects:

- **Sunnyvale Citywide Model – Sunnyvale, CA.** – Model refinement and validation. Model application for the Sunnyvale General Plan Update, Lawrence Station Area Plan, Peery Park Specific Plan, and Sunnyvale Traffic Impact Fee.
- **San Mateo Citywide Model – San Mateo, CA.** – Model development, refinement and validation. Model application for the San Mateo Traffic Impact Fee.
- **10th St and 11th St two-way street conversion – San Jose, CA** – Local model validation and forecasting link-level and intersection-level volumes.
- **Castro Street closure alternatives at Central Expressway – Mountain View, CA** – Analyzed local traffic rerouting patterns for three Castro Street Closure alternatives.
- **Gilroy Downtown Specific Plan with High Speed Rail (HSR) Station – Gilroy, CA** – Incorporated boarding-alighting data provided by HSR Authority at Gilroy Caltrain Station into the Gilroy Citywide Model to analyze three downtown specific plan alternatives.

• Over 40 Traffic Analyses/Traffic Feasibility Studies for area-wide plans, offices, hotels, apartments, schools, daycare centers and multiple-use developments throughout the Bay Area. Representative projects include:

- **Sunnyvale General Plan Update** – Sunnyvale, CA
- **Lawrence Station Area Plan** – Sunnyvale, CA
- **Peery Park Specific Plan** – Sunnyvale, CA
- **Franklin Templeton Campus Expansion Traffic Study** – San Mateo, CA
- **Belmont-Redwood Shores School District 6 School Expansions** – Belmont, CA

• Traffic Simulation/Signal Coordination Studies for the Albright Office project in Los Gatos, CA. Developed initial signal timing plans using Synchro/SimTraffic software for five intersections along Winchester Blvd and Lark Ave. Subsequently optimized signal timing plans at 50% occupancy of the Albright Office development project.

• Traffic Impact Fee (TIF) Update Studies for the City of San Mateo and the City of Sunnyvale. Conducted nexus studies and calculated appropriate impact fees for the TIF Update projects.

• Multi-Modal Analysis for the Palo Alto General Plan Update in Palo Alto, CA. This study included analyzing the existing and future roadway segment level-of-service for all of automobile mode,

pedestrian mode, bicycle mode, and transit mode. This study followed the multi-modal analysis guidelines outlined in the *Highway Capacity Manual (HCM), 2010 Edition*.

- **Bicycle Level of Service Analysis** for the Magee Ranch project in Danville, CA. This study utilized the bicycle level of service methodology for two-lane highway segments outlined in the *Highway Capacity Manual (HCM), 2010 Edition*.
- **Peer Review** for the Santa Clara City Place Traffic Impact Analysis, Internal Traffic Impact Analysis, transportation section of the draft EIR, and Mitigation Phasing Strategy.
- **Transportation Demand Management (TDM) Plans** for Wheeler Plaza redevelopment and residential development at 560 El Camino Real, both in San Carlos, CA and for Lam Research expansion in Fremont, CA.
- **Site Access and Circulation Studies** for the SCU Franklin Street Closure Study in Santa Clara, CA, Stanford Villas Apartments in Palo Alto, CA, Lincoln Center Campus in Foster City, CA and Irvine Company Campus Traffic Operations Study in Sunnyvale, CA.
- **Parking Studies** for the El Camino Hospital in Mountain View, CA, the Carolan Avenue Apartments in Burlingame, CA, and the Allario Center in Cupertino, CA.



APPENDIX C

RFP ATTACHMENTS

ATTACHMENT C - PROPOSER GUARANTEED

ATTACHMENT D - PROPOSER WARRANTIES

ATTACHMENT C – PROPOSER GUARANTEE

The proposer certifies it can and will provide and make available, as a minimum, all services set forth in this RFP under the section titled "Services Required."



2/26/21

Signature

Geoff I. Bradley

Date

Principal + President

Printed name

M-Group

Title

Firm name

ATTACHMENT D – PROPOSER WARRANTIES

The proposer warrants that:

- It is willing and able to comply with State of California laws with respect to foreign (non-state of California) corporations.
- It is willing and able to obtain an errors and omissions insurance policy providing a prudent amount of coverage for the willful or negligent acts, or omissions of any officers, employees or agents in conjunction with the services to be provided. Coverage limits shall be \$5,000,000 or more, per occurrences and a minimum of \$15,000,000 in aggregate without reduction for claims paid during the policy period. The carrier should be duly insured and authorized to issue similar insurance policies for this nature in the State of California and rated B+ or higher by A.M. Best or an equivalent level through a similar rating agency.
- It will not delegate or subcontract its responsibilities under an agreement without the prior written permission of the City of Menlo Park.
- All information provided by it in connection with this proposal is true and accurate.



2/26/21

Signature

Date

Geoff I. Bradley

Principal + President

Printed name

Title

M-Group

Firm name



HOUSING ELEMENT UPDATE

Consultant Selection



AGENDA

- Housing Element Update Background
- Consultant Selection Process
- Recommendation
- Next Steps





HOUSING ELEMENT UPDATE BACKGROUND



- State-mandated element of the City's General Plan
- City Council-identified top priority in 2020
- Multi-component, complex process
 - Robust community outreach and engagement
 - Rezoning and/or Zoning ordinance amendments
 - Environmental Justice Element
 - Safety Element update
 - Environmental Impact Report (EIR)
 - Fiscal Impact Analysis (FIA)
- Housing Element due to State Housing and Community Development Department (HCD) by January 2023

CONSULTANT SELECTION PROCESS



- Issued Request for Qualifications – December 2020
- Issued Request for Proposals – February 2021
- Formation of Interview Selection Panel – March 2021
- Selected M-Group
 - Community engagement partner
 - Creation of Advisory Committee

Consultant Team	
Lead consultant; Housing Element, Environmental Justice Element and Safety element	M-Group
EIR	ESA
Transportation	Hexagon
Fiscal Impact Analysis	BAE



RECOMMENDATION



- Authorize the City Manger to:
 - Negotiate scope and fee (not to exceed \$982,000) for the Housing Element Update process
 - Execute contract with M-Group
 - Robust community outreach and engagement
 - Housing Element Update and related rezonings and/or Zoning ordinance amendments
 - Housing Element Advisory Committee
 - Environmental Justice Element
 - Safety Element update
 - Environmental Impact Report
 - Fiscal Impact Analysis



NEXT STEPS

- City Council Meeting (tentatively April 27)
 - Confirm principles and framework for the project
 - Establish common understanding of goals and outcomes
 - Establish Advisory Committee

- Let's Talk Housing countywide meeting – April 8
 - Register to attend at: letstalkhousing.org/events



THANK YOU



STAFF REPORT

City Council

Meeting Date:

3/23/2021

Staff Report Number:

21-064-CC

Regular Business:

Review 2030 climate action plan progress for goals No. 1 through No. 6 and provide direction to staff for 2021 implementation

Recommendation

Review 2030 climate action plan (CAP) progress for goals No. 1 through No. 6 and provide direction to staff for 2021 implementation.

Policy Issues

In 2019, the City Council declared a climate emergency (Resolution No. 6535) committing to catalyze accelerated climate action implementation. In July 2020, the City adopted a new CAP with the bold goal to reach carbon neutrality (zero emissions) by 2030.

Background

The City Council adopted a 2030 CAP with the bold goal to reach carbon neutrality (zero emissions) by 2030 (Attachment A.) The purpose of this report is to provide an update on the 2030 CAP progress, next steps, and seek City Council direction on implementation for 2021.

Analysis

It is anticipated that this agenda item could take up to 1.5 hours based on previous CAP discussions. Due to the complexity, numerous goals in the CAP, and limited meeting time, staff suggests the following deliberation approach for this meeting:

1. Discuss and take action (vote) on each CAP goal separately to provide clarity to staff even if there is no change to the specific CAP goal's 2021 implementation. This will help clarify the direction of City Council to staff.
2. Specific direction and action on a CAP goal will result in an amendment to the 2030 CAP. Amendments will be brought back to the City Council as a consent item for final approval.
3. Table to another meeting any CAP actions that are difficult to come to a consensus on or require further discussion or analysis. This will help target CAP goals that need more robust deliberation and/or analysis than others. Please note that this will delay action on a specific CAP goal until staff receives direction and clarity on how to move forward.
4. Depending on the length of this agenda item, continue any remaining CAP implementation discussion to another meeting.

The 2030 CAP included six recommended actions. The City Council directed staff to work on three of the six CAP strategies this fiscal year, which include Nos. 1, 3 and 5 (Attachment B.) Over the last several months, the City Council, the Environmental Quality Commission (EQC), and staff have provided recommendations to refine the scope of the six actions in the 2030 CAP based on emerging progress,

information and data. The tables below provide a summary of progress, next steps, and possible City Council direction for 2021 implementation.

Table 1: CAP goal No. 1: Explore policy/program options to convert 95% of existing buildings to all-electric by 2030		
Project status	March 23 recommended next steps	Alternatives
2020 July-Approved by City Council to work on this fiscal year		
2021 February– City Council received a progress report on CAP Goal No. 1 (Attachment C)	<ol style="list-style-type: none"> 1. May 2021: Complete cost effectiveness analysis and staff recommendation on various policy pathways toward achieving 95% electrification by 2030. 2. June 2021: EQC provides advice to City Council on staff recommendation. 3. July/August 2021: City Council reviews policy options and EQC recommendations and directs staff to draft ordinance(s) to engage public on proposed policies for adoption. 4. Fall 2021: Public engagement to educate on how to achieve the policy requirements and identify any further appropriate exemptions that may be needed to implement proposed ordinance(s.) 5. 2022: City Council adopts ordinances based on public engagement and final EQC recommendations 	<ol style="list-style-type: none"> 1. Consider omitting tasks to expedite timeline, such as public engagement, staff analysis of property owner utility bill and capital cost analysis, and city resource impacts. Risk include no public buy-in, may lack equity provisions, litigation risk or inability to implement or enforce policy. See Attachment D for options to expedite timeline. 2. Defer to the EQC for advice before making a final decision on project next steps. 3. Provide further guidance/direction on implementation. Any further actions/tasks may require additional resources that would need to be analyzed and brought back to City Council for final approval. 4. Suspend work and focus on other CAP goals
March 23 – City Council consider approval of project next steps		

Additional factors and considerations for CAP goal No. 1

Staff is unable to provide a policy recommendation to the City Council until the summer due to constraints in receiving analysis for direct upfront cost and utility bill impacts for Menlo Park community members. In order to complete a comprehensive and defensible analysis for informed decision(s) and robust discussion with the public and industry stakeholders, the Menlo Park cost effectiveness analysis for existing buildings will need to use various relevant data sources.

One source includes analysis from the inventor owned utilities (IOUs.) IOUs traditionally prepare cost and utility bill impacts of potential Reach Code measures that local government uses in adopting local amendments to the California Energy Code. Although an energy code amendment may not be required for this project, considering the analysis in the IOUs report(s) is important as community members and other groups will be able to use this information to potentially challenge the City in adopting electrification requirements for existing buildings. Thus, to protect the city from challenges or litigation, staff recommends using this information to inform a recommendation to City Council.

The IOUs cost effectiveness analysis is not completed for all building types. Currently, the IOUs have published analysis for residential electrification retrofits. Analysis is still in the works by the IOUs for accessory dwelling units (ADUs), large offices, restaurants, commercial kitchens and hotels. In addition,

Menlo Park specific modifications are being requested in the IOUs analysis, such as using average sized homes for Menlo Park. This requires additional time for the IOUs to complete on behalf of the City. The energy consultants (TRC companies) working on behalf of the City through Peninsula Clean Energy will continue to evaluate the analysis from the IOUs as they are released. This work also includes tailoring the IOUs analysis to represent Menlo Park's building and energy conditions, and GHG emission impacts. This work is not anticipated to be complete until April/May.

Due to challenges that can be raised in being the first to implement an electrification requirement for existing buildings, a thorough analysis will be key before making a final decision. In addition, transparency will be a key aspect of this project particularly around industry stakeholders that may ultimately challenge an electrification policy of existing buildings. A way forward on this front is for staff to prepare an objective analysis and finalize a policy recommendation for the EQC and the City Council to consider. The City Council can direct relevant changes to the analysis and/or policy as a result of a public process that addresses both proponents and challengers equally. While a public process can be viewed as a slow or inefficient, it can pay off with more buy-in, a practical and implementable policy, and a reduction in legal challenges as all decisions were made and documented in a public meeting.

Lastly, staff was able to connect with consultants working on similar electrification requirements for existing buildings in another Bay Area agency. Discussions with the consultants indicated that recommendations will include tabling an electrification requirement for the time being due to significant costs in electrifying existing buildings. A public report is anticipated to be released next month on the findings and recommendations for moving forward. While this report may or may not be relevant in Menlo Park, it will be important to consider along with the cost effectiveness analysis in forming a final recommendation to City Council and before engaging with the public.

Public engagement for CAP goal No. 1

It was anticipated that a public engagement professional be hired for CAP goal No. 1 early this year. However, as the full project team began meeting in January to fully scope the project and as the analysis constraints described above were presented, it became clear that it would be too soon for effective engagement.

The main issue is no formal policy direction or draft ordinance has been approved by City Council to engage the public on at this time. The CAP provides potential policy examples such as a burnout ordinance, but leaves open other policies that could help effectively achieve the goal and reduce impacts to property owners. Other agencies are also exploring/understanding that various policies and programs will be needed in order to meet their electrification goal for existing buildings cost effectively. There are also unknown resource impacts to the City in adopting an electrification requirement as the implementation strategy would likely require new resources or programs, such as building inspections upon sale of a property.

While education is and will continue to be necessary for property owners on how to electrify, it will be equally important for the public to know what kind of electrification policy the City Council is willing to adopt as a result of a cost effectiveness analysis and city resources needed to implement. In addition, there are entities that are currently educating property owners on how to electrify and include free technical assistance and incentives to further motivate education of property owners.

These entities include Peninsula Clean Energy, BayREN and local environmental nonprofits. The City does amplify their education efforts through news items to the community, social media post, city website material and waste bill inserts.

As stated in the table timeline above, public engagement will be aimed at educating the public on how to

achieve the potential electrification requirements cost effectively and identify any further appropriate exemptions that may be needed to implement proposed ordinance(s.)

Table 2: CAP goal No. 2: Set citywide goal for increasing EVs and decreasing gasoline sales		
Project status	March 23 recommended next steps	Alternatives
2020 July-Not approved by City Council for work this year		
September-EQC Recommendation: Defer to the Beyond Gas Initiative to implement on behalf of the City	Staff recommendation: City Council approval of the EQC's recommendation through amendment to CAP. The Beyond Gas Initiative (BGI) is currently operating under Joint Venture Silicon Valley. The City Council can formally acknowledge participation through a CAP amendment. Staff will continue to work with BGI within current staff capacity and using existing communication mediums to promote and market information from BGI.	Provide additional direction/guidance to implement. Any further actions/tasks may require additional resources that would need to be analyzed and brought back to City Council for final approval.
November -EQC presented recommendation to City Council (Attachment E.) City Council directed staff to analyze EQC recommendation		
2021 March 23 – City Council consider approval of next steps		

Table 3: CAP goal No. 3: Expand access to EV charging for multifamily and commercial properties		
Project status	March 23 recommended next steps	Alternatives
<p>2020</p> <p>July-Approved by City Council to work on this fiscal year</p>		
<p>October-City Council directed staff to explore various policy requirements (e.g reach codes) for existing multifamily buildings to install Level 1 (standard household plug) charging and to return with needed budget appropriation to complete work</p>	<p>Staff recommendation: Staff will continue to monitor the effectiveness of charging infrastructure incentives, and promote/market the incentives to multifamily property owners and tenants. See attached memo (Attachment F.)</p>	<p>1. Provide additional guidance/direction on implementation. Any further actions/tasks may require additional resources that would need to be analyzed and brought back to City Council for final approval.</p> <p>2. Suspend work and focus on other CAP goals</p>
<p>November-Mid-year budget request for additional funds provided to City Council, and was continued to 2021</p>	<p>EQC recommendation: Leveraging the relationships that the City Council has with existing multifamily property owners, the EQC requests that City Council members have at least 10 formal conversations with multifamily property owners in hopes to have at least one EV charger installed at two multifamily properties by August 31, 2021. City Council can refer interested property owners to staff to help facilitate free technical and incentive assistance.</p>	
<p>2021</p> <p>January-City Council directed staff to discontinue work on policy requirements and instead promote statewide incentives to install charging at multifamily and commercial properties</p>		
<p>March 23 – City Council consider approval of next steps</p>		

Table 4: CAP Goal No. 4: Reduce vehicle miles traveled (VMT) by 25% or an amount recommended by the Complete Streets Commission		
Project status	March 23 recommended next steps	Alternatives
<p>2020</p> <p>July-Not approved by City Council for further work this year due to current projects underway: SB2 Housing grant, Transportation Management Plan, Transportation Management Association, and implementation of new VMT guidelines for new development</p>	<p>Staff recommendation: City Council direct the CSC to include in their two-year work plan development of a VMT reduction target.</p>	
<p>September-EQC Recommendation: Empower Complete Streets Commission (CSC) with support from EQC to propose a VMT reduction target and present to City Council for approval, and request that CSC sort TMP projects by VMT-reduction potential and present highest potential projects to City Council for priority implementation</p>	<p>The current CSC work plan includes studying how projects in the Transportation Master Plan can be prioritized that directly benefit the CAP (Attachment G.)</p> <p>City Council will then have the ability to appropriate funding for projects in the capital improvement plan for funding as part of fiscal year 2021-22 budget adoption. This is anticipated to be completed in the next few months by the CSC. New projects added to fiscal year 2021-22 may have additional resource demands that will need to be assessed.</p>	<ol style="list-style-type: none"> 1. Focus on current work underway and proposed in CSC work plan. 2. Provide direction to staff on additional work or tasks. Any further actions/tasks may require additional resources that would need to be analyzed and brought back to City Council for final approval.
<p>November-EQC recommendation presented to City Council. City Council directs staff to evaluate and return with recommendation. Attachment E</p>		
<p>2021</p> <p>March 23 – City Council consider approval of next steps</p>		

Table 5: CAP goal No. 5: Eliminate the use of fossil fuels from municipal operations

Project status	March 23 recommended next steps	Alternatives
2020 April- Adopted a sustainable fleet policy	The MPCC project includes EV charging infrastructure, electrifying the pool heating operations, and installing a solar + battery storage system (renewable microgrid) for resiliency and operational savings.	Provide direction to staff on additional work or tasks. Any further actions/tasks may require additional resources that would need to be analyzed and brought back to City Council for final approval
July- Approved by City Council to work on this fiscal year	Project design is underway and development of a Request for Proposals for the renewable micro grid is anticipated to be released in March/April. See renewable microgrid staff report in this agenda (Attachment I)	
2021 March 23-Remaining resources are being fully utilized on eliminating fossil fuels for the Menlo Park Community Center (MPCC) project		

Table 6: CAP goal No. 6: Develop a climate adaptation plan to protect the community from sea level rise and flooding

Project status	March 23 recommended next steps	Alternatives
<p>2020 July: Not approved by City Council for further work this year due to current projects and programs underway. See below.</p> <p>The Safety Element in Menlo Park’s General Plan, which was updated in 2013, will be updated to bring it into compliance with recent changes in General Plan law, including SB 379 (Climate Adaptation and Resiliency.) See Housing Element staff report in this agenda.</p> <p>Menlo Park SAFER Bay Federal Emergency Management Agency (FEMA) BRIC grant application. The FEMA BRIC grant is a program offering up to \$50 million of federal funds for projects that reduce risks from disasters and natural hazards. The Menlo Park SAFER Bay grant application proposes to construct approximately 3.7 miles of nature-based flood control and sea level rise barriers along the San Francisco Bay shoreline. This will be a significant advancement toward the ultimate goal of providing full flood protection for the residents and business near the Bay. See full summary in Attachment H.</p> <p>Resilient San Mateo, a flood and sea level rise resiliency district, has been formed to support planning and mitigation measures for coastal erosion, sea level rise, and flooding threats up to 2100. Menlo Park is a member of this agency and pays dues annually through funds provided in the capital improvement plan. This work covers Menlo Park’s neighborhoods adjacent to the bay and creeks. In February, the Flood and Sea Level Rise Resiliency District board of directors authorized the Bayfront Canal and Atherton Channel Flood Protection and Ecosystem Restoration project to go out to bid. Bidding is currently underway for pre-qualified bidders.</p>	<p>Staff recommendation: At this time, staff is awaiting FEMA’s recommendations on funding for the grant application submitted; a decision is anticipated by summer 2021. SAFER Bay implementation is identified on the draft City Council work plan.</p> <p>While the SAFER Bay project will provide significant sea level rise protection to Menlo Park’s vulnerable neighborhoods, there are still gaps in providing full protection. Staff will continue to actively work with neighboring communities and other agencies to close these gaps and seek further funding.</p> <p>Staff will continue to monitor Resilient San Mateo’s regular agendas and work, and update the City Council on significant work efforts impacting Menlo Park through the City Council’s work plan quarterly reports. The Assistant Public Works Director attends the regular meetings, and City Councilmember Taylor is serving as the City Council’s liaison. This provides further opportunity for City Councilmembers to receive updates at City Council meetings.</p> <p>EQC recommendation (September 2020): Request quarterly updates (at least) from staff on decisions made by the San Mateo County Flood and Sea Level Rise Resiliency District board of directors. Consider assigning a City Councilmember to attend Board meetings and report back to City Council on a regular basis. Inquire about Menlo Park gaining a seat on the Board. Attachment E</p>	<p>Any further actions/tasks may require additional resources that would need to be analyzed and brought back to City Council for final approval.</p>

Impact on City Resources

Completing this work is within the CAP budget, and no additional budget requests are necessary at this time.

Environmental Review

The environmental impacts of CAP strategies and any California Environmental Quality Act (CEQA) compliance needs will be identified as they are approved for work by the City Council and analyzed further.

Public Notice

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

Attachments

- A. Hyperlink – 2030 CAP: menlopark.org/ArchiveCenter/ViewFile/Item/11486
- B. Hyperlink – CAP staff report, July 14, 2020: menlopark.org/DocumentCenter/View/25680/F1-20200714-CC-CAP
- C. Hyperlink – CAP Action No. 1 progress report: menlopark.org/DocumentCenter/View/27429/L2-20210223-CC-CAP-No-1
- D. Pathways to expedite adopting an electrification policy for existing buildings (CAP goal No. 1)
- E. Hyperlink – EQC report and recommendations on CAP strategy Nos. 2,4, and 6: menlopark.org/DocumentCenter/View/26766/G2-Presentation
- F. Memo to City Council on proposed staff and EQC recommendation for implementing CAP strategy No. 3
- G. Hyperlink – Complete the Streets Commission two year work plan: menlopark.org/DocumentCenter/View/27570/G2-20210309-CC-CSC-work-plan
- H. Menlo Park SAFER Bay FEMA BRIC grant application summary
- I. Hyperlink – Informational staff report to install a renewable microgrid at the MPCC: menlopark.org/DocumentCenter/View/27675/J4-20210323-MPCC-power-purchase-agree

Report prepared by:
Rebecca Lucky, Sustainability Manager

Reviewed by:
Nick Pegueros, Assistant City Manager
Nikki Nagaya, Public Works Director

Attachment D: Approaches to adopting a electrification requirement for existing buildings (CAP goal No.1)

Possible Approaches	Time Line	Benefits	Possible Risks
<p>No formal public engagement except at public meetings for introduction and adoption.</p> <p>No formal analysis from staff of upfront cost and utility bill impacts to property owners.</p> <p>No analysis from staff of city resources needed to ensure implementation and enforcement.</p>	<p>Adoption July 2021 or sooner.</p>	<p>May expedite CAP goal No.1</p>	<p>May not achieve CAP goal No.1.</p> <p>May have little to no compliance.</p> <p>May result in negative public reaction that can delay implementation taking the same amount of time as third approach.</p> <p>May not address equity needs in Menlo Park.</p> <p>May increase legal challenges that could delay implementation, and require the city to conduct further analysis and public engagement.</p>
<p>No formal public engagement except at public meetings for introduction and adoption.</p> <p>No formal analysis of upfront costs and utility bill impacts to property owners.</p> <p>Analyze city resources needed to ensure implementation and enforcement.</p>	<p>Adoption possibility by end of 2021 or sooner.</p>	<p>May slightly expedite CAP goal No.1.</p> <p>May receive improved implementation and enforcement leading to higher compliance rates.</p>	<p>Similar to first approach above with the exception of inability to achieve compliance due to enforcement and implementation issues.</p>
<p>Staff Recommendation:</p> <p>Pubic engagement with industry stakeholders and community to educate on policy requirements and how to prepare, and explore any further considerations or exemptions needed prior to City Council adoption.</p> <p>Analyze upfront cost and utility bill impacts to property owners.</p> <p>Analyze city resources needed to ensure implementation and enforcement.</p>	<p>Adoption 2022</p>	<p>More likely to achieve CAP No.1 goal to convert 95% of existing building to electric.</p> <p>Public engagement would help address equity issues and possible policy constraints due to technology and industry knowledge gaps.</p> <p>Less risk of legal challenges.</p> <p>Better implementation and higher compliance.</p>	<p>Takes longer</p>



MEMORANDUM

Date: 3/23/2021
To: City Council
From: City Manager's Office: Sustainability Division
Re: Climate Action Strategy No. 3 (expand access to electric vehicle charging infrastructure) implementation update

Staff Recommendation

Staff recommends monitoring the state policy implementation and regional incentive efforts for the remainder of 2021 to inform the next steps in implementing this CAP strategy. The results could be presented in 2022 to the EQC and the City Council to confirm next steps for CAP strategy No. 3 implementation. In addition to monitoring, staff will:

- Continue to amplify and provide outreach on state and regional incentives to the maximum extent possible with current capacity and existing communication mediums.
- Explore direct outreach and education opportunities to inform multifamily residents of tenant's rights to install electric vehicle charging in parking spaces associated with rental or lease agreements.

Environmental Quality Commission (EQC) Recommendation (February 2021)

Leveraging the relationships that the City Council has with existing with multifamily property owners, the EQC requests that City Council members have at least 10 formal conversations with multifamily property owners in hopes to have at least one EV charger installed at two multifamily properties by August 31, 2021. City Council can refer interested property owners to staff to help facilitate free technical and incentive assistance.

Background

Since the adoption of Menlo Park's first CAP (2009), gasoline vehicles continue to be the largest contributor (55 percent) of greenhouse gas (GHG) emissions in Menlo Park. As of 2017, the use of gasoline vehicles represents 158,687 tons of Menlo Park's total emissions, and if not addressed, are predicted to increase to 198,525 tons by 2030. A large part of the solution to reducing these emissions will involve transitioning residents and businesses toward using electric vehicles (EVs).

Accessible, convenient, and affordable charging is necessary to support the transition from gasoline to electric vehicles. A study of the gaps in Menlo Park's electric vehicle (EV) charging infrastructure was completed as part of the 2030 CAP under action No. 3 (expand access to EV charging). A major finding of this analysis is that less than 3% of residents living in multifamily homes have access to EV charging stations within a quarter mile of their residence. Even less (1%) have access to at-home charging which is a major factor in purchasing an electric vehicle.

Given the results of the gap analysis and the city's ambitious goal of carbon neutrality by 2030, staff recommended the development of four (4) policy options that could require a certain amount of EV charging spaces for existing multifamily properties, particularly for Level 1 charging (household plug outlet). The gap analysis and policy options are described in City Council staff report 20-239-CC.

Upon review of the study results, the Environmental Quality Commission (EQC) advised the City Council to focus on on-site charging for existing multifamily properties to not only to reach carbon neutrality by 2030, but more importantly, to address long term equity issues related to EV charging preference, access, and

cost. The study results, budget needs for further policy development, and EQC recommendations were presented to City Council in October 2020. The City Council gave consensus on moving forward with developing requirements and return to City Council with a mid-year budget request to further fund the effort. In January, the City Council did not approve the mid-year budget request for this project due to recent state policy banning the sale of new gasoline-powered vehicles and regional incentive programs that promote EV charging infrastructure.

Recent state policy related to EV charging infrastructure

In September 2020, Governor Gavin Newsome announced California will phase out gasoline-powered cars to reduce transportation emissions statewide. Executive Order N-79-2020 establishes zero emission vehicle (ZEV) (e.g., electric, hydrogen, etc.) sales goals in the state including:

- By 2035-100 percent of new passenger cars and trucks sold be zero-emission
- By 2045-100 percent of new medium- and heavy-duty vehicles sold be zero-emission where feasible
- Accelerate deployment of affordable fueling and charging options to serve all communities, particularly low-income and disadvantaged communities

This order only establishes goals for new ZEV sales and does not include provisions for used vehicles. Also, no specific funding mechanisms have been identified to accelerate deployment of affordable fueling and charging options for multifamily residents.

Regional incentives program status

The following EV charging funding/incentive programs are currently open for application:

- Peninsula Clean Energy (PCE) EV ready program in partnership with the state's CALeVIP program provides \$24 million in incentives for the installation of EV charging at public locations including multifamily properties. This program represents two distinct funding pools: \$20M administered under CALeVIP adherent to state program requirements and \$4M administered at PCE's discretion to address critical market segments not included in the CALeVIP program (e.g., Level 1 charging, assigned parking in multifamily dwellings, etc.). It is important to note, most of the funding (\$20M) is only available to public parking areas, making it challenging for multifamily properties with private, assigned parking areas to qualify. Incentives for multifamily properties include:
 - For Level 1 (standard household outlet): up to \$2,000 per connector. Please note, PCE cost analysis anticipates this incentive will cover full project cost.
 - For Level 2: up to \$5,500 per connector or up to 75 percent total project costs, whichever is less.
 - Up to an additional \$4,000 for electrical panel upgrades.
 - Free technical assistance to maximize incentive use.
 - **Current program status:**
 - Application for the CALeVIP fund program (\$20M) is currently oversubscribed; fund request applications exceed total funds available.
 - Please note, these funds went very quickly. CALeVIP application opened on December 16, 2020 at 8:45 a.m. and by 8:51 a.m. all funds were provisionally reserved. These early applications were also heavily dominated by EV charging vendors (e.g., ChargePoint, EVgo, etc.). Due to program restrictions, it is unlikely multifamily family properties were able to secure funding due to private, assigned parking conditions on-site.
 - The technical assistance program is still open. In addition to continuing to accept new applications for eligible sites, PCE is directing applicants who were unable to reserve CALeVIP

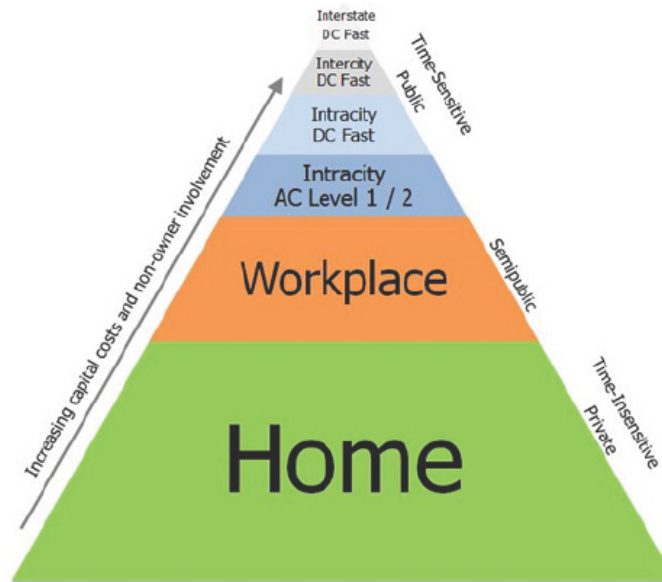
- funds to alternative sources.
 - Status of the \$4M in funds administered at PCE’s discretion to address critical market segments, such as multifamily properties, is currently unknown.
 - Application details such as project site type (e.g., commercial, workplace, or multifamily property, etc.) and project location (i.e., city) are currently unknown.
- Bay Area Air Quality Management District (BAAQMD) Charge! program provides \$6M in funds to offset the cost of purchasing and installing new chargers for light-duty EVs in public locations including multifamily properties. Incentives for multifamily properties include:
 - For Level 1 (standard household outlet): up to \$1,500 per connector.
 - For Level 2: up to \$7,000 per connector depending on power level. (Level 2 chargers range in power from 12 to 80A.)
 - **Current program status:**
 - Charge! is a competitive solicitation. All project applications will be scored and ranked; projects located at multifamily properties are among those which will receive higher prioritization.
 - Project proposals have minimum usage requirements, though multifamily properties may qualify for reduced usage requirements.
 - Minimum qualifying grants for project proposals is \$1M except for government sponsored projects and projects exclusively located at multifamily properties, which must qualify for a minimum of \$10,000.
 - All program applicants must attend a pre-application workshop. The final pre-application workshop for this cycle was held on March 2, 2021. Please note, Charge! is a recurring grant program that may be available in coming fund years.
 - Program application is now open. All program applications are due on or before March 18, 2021.

Projected impacts of state and regional incentives on Menlo Park’s 2030 carbon neutrality goal

Both PCE and BAAQMD are still compiling and evaluating incentive applications; the effects of increased EV charging infrastructure funding are still unknown. Given traditional incentive adoption curves, 10-15 percent regional participation is expected. Considering approximately 30% of Menlo Park residents live in multifamily properties of four or more units (~40% including condominiums and two or more unit properties) and must compete with other cities and counties for funding, it is unlikely that the state and regional incentives alone will support multifamily properties and the City in meeting its carbon neutrality goal by 2030.

Preliminary results of applicants for the state and regional incentives show higher participation for commercial properties rather than multifamily property owners. While more local public charging is expected and will be of great benefit, this will still be problematic for multifamily residents when considering the EV driver’s need for charging convenience, equity, and reduced costs. Multifamily residents without at-home charging are also at significant risk for increased space/charge time competition at public charging stations. In addition to competition with other multifamily residents, they may have to contend with long distance commuters, commercial and shared driving services in public charging spaces. Ultimately, it will be very difficult for multifamily residents to transition equitably from gasoline to electric vehicles at the rates necessary to achieve carbon neutral by 2030 without at-home charging. Figure 1 below depicts the importance of providing at-home EV infrastructure based on current EV driver charging preferences/behavior.

Figure 1: Current EV Charging Behavior/Preferences



Source: Transportation Research Board and National Research Council. 2015. *Overcoming Barriers to Deployment of Plug-in Electric Vehicles*

Recommended actions to implement Climate Action Plan Strategy No. 3 (EV infrastructure) for 2021

The state and regional EV charging incentives will be an important indicator to track whether the City will be able to achieve carbon neutrality by 2030. As a result, staff is recommending the City Council continue to track and monitor incentive programs over the 2021 calendar year to determine their effectiveness in providing EV charging, particularly at existing multifamily properties. Staff will present an update on incentive program status in 2022. This update will include a review and report of any relevant federal, state, or city policies adopted during the study period. This update will inform the next steps implementation strategy for CAP strategy No. 3 (expand EV charging).

In the interim, PCE will be the lead agency for marketing, outreach, and administration of CALeVIP and PCE funding for EV charging infrastructure for multifamily properties. City staff will supplement marketing efforts to the maximum extent possible with current capacity and using existing communication mediums (e.g. social media posts, digest items, mailers, bill inserts, webpage development) without impacting other high priority projects (e.g., existing building electrification requirements). Additionally, staff will explore the development of direct outreach and education opportunities to inform multifamily residents of tenant's rights to install electric vehicle charging in parking spaces associated with rental or lease agreements.

Upon review staff recommended actions, the Environmental Quality Commission advises the City Council to support the EQCs effort as individuals by leveraging its social capital and providing direct contact or introduction to multifamily property owners. The EQC's stated goal is to have at least 10 formal conversations with multifamily property owners resulting in the installation of at least one (1) new EV charging spaces at two (2) existing multifamily property sites by August 31, 2021.

Menlo Park SAFER Bay Project

Partners



FACEBOOK



The project team includes a cross-section of local partners, including federal, state and local government agencies, non-profits and the private sector.

The team has come together to apply for a competitive, pre-disaster mitigation grant from FEMA to cover up to 75% of the project costs.

Working together to protect critical infrastructure

The Menlo Park SAFER (Strategy to Advance Flood protection, Ecosystems, and Recreation) Bay Project has applied for a FEMA grant to protect critical infrastructure amid growing threats of climate change. This project represents wide-ranging local, state, and federal interests. If funded, the project will construct a series of levees to protect critical electrical supply infrastructure and advance the ultimate goal of protecting Menlo Park, East Palo Alto, and Palo Alto from projected coastal flooding and sea-level rise. Using nature-based solutions, the levee will allow for habitat restoration of over 550 acres of former salt ponds, and it will increase public recreational access. Construction of the project will also create jobs and engage local communities at every step.



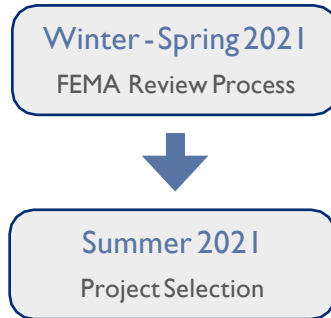
This map shows the complete SAFER Bay project alignment. Highlighted in yellow, the Menlo Park SAFER Bay project will design and construct sea level rise protection for reaches 3 and 4, and portions of reaches 2 and 5.

To ensure Menlo Park's resilience against sea level rise, this project will:

- Support Menlo Park's climate action plans and local electricity grid by protecting PG&E's Ravenswood Substation.
- Construct extensive portions of the SAFER Bay alignment to advance the ultimate goal of protecting Menlo Park, East Palo Alto, and Palo Alto from coastal flooding and sea level rise.
- Engage local, disadvantaged communities in building climate-smart infrastructure.
- Generate local jobs and economic opportunities as the state prepares for climate adaptation.
- Create needed transition-zone habitat in the San Francisco Bay, and facilitate salt pond restoration goals.
- Enhance public access and create recreational opportunities along the San Francisco Bay shoreline.

Menlo Park SAFER Bay Project

Application Timeline



About FEMA’s grant program

“Building Resilient Infrastructure and Communities” (BRIC) is a new pre-disaster mitigation program administered by FEMA. The BRIC program provides competitive grants to states, local communities, tribes, and territories, to undertake hazard mitigation projects that will increase resilience and disaster preparedness in the context of climate resilience and adaptation. Learn more at [fema.gov/bric](https://www.fema.gov/bric).

BRIC seeks to support programs that:

- are cost-effective
- increase resilience and public safety
- reduce injuries and loss of life
- reduce damage and destruction to property, critical services, facilities, and infrastructure.

Key Criteria for Successful Application

The Menlo Park SAFER Bay Project meets many of the criteria FEMA seeks, including:

Criterion	Project
Infrastructure Project	Ecotone and traditional levees
Uses nature-based solutions	Ecotone levee mimics a natural transition zone that protects habitats and promotes restoration
Increased non-federal cost share	PG&E and Facebook providing up to 26% of costs
Mitigates risk to one or more lifelines	Protects PG&E Ravenswood substation (power)
Provides community-wide benefits	In addition to protecting infrastructure, provides habitat and recreational benefits
Leverages partners	Nine partners representing cross-section of local, state, and federal interests

Support the project

Strong outreach and partnership are key qualitative criteria used to assess applications. If you are interested in demonstrating your support for the project or have further questions, please email Eric Hinkley at EMHinkley@menlopark.org

Agenda item I3
Soody Tronson, Resident

I support the Menlo Park adoption of innovative all-electric, clean construction standards for new homes and buildings that at least a dozen other cities have since adopted, creating a movement for zero carbon development.

With that in mind, any action plan must consider the source of the electricity that is to enable this much needed convergence. Aside from cost of housing, cost of energy is another cost that keeps many Californians in poverty. As of July 2020 reports, California motorists are paying the nation's second highest gasoline prices. The report also pegs residential electric power rates at 55.8% higher than the average of other states, which translates into \$6-plus billion per year in extra expense. Commercial power rates are 69.7% higher than those of other states, and industrial rates are 115% higher — costs that obviously translate into higher prices for consumers. Monthly power bills continue to rise sharply as the cost of PG&E recovery have been passed on to consumers.

Any CAP should include means and measures to mitigate the usual electricity costs for buildings (commercial and residential) and should incorporate solar solutions.

Thank you for your consideration.

Soody Tronson



2030 CLIMATE ACTION PLAN PROGRESS AND NEXT STEPS FOR 2021

Rebecca Lucky, Sustainability Manager





GENERAL GOAL FOR THIS AGENDA ITEM

- Determine if the staff recommendation for 2021 implementation is aligned with City Council and provide clarity and direction if needed/desired
- For 2022 and beyond, implementation will be discussed in July through the annual Climate Action Plan update



POSSIBLE PROCESS APPROACH

1. Separately discuss and vote on each Climate Action Plan (CAP) goal's 2021 implementation strategy
2. Table to another meeting any CAP goals that are difficult to come to a consensus on or require further discussion or analysis
3. Depending on the length of this agenda item, continue any remaining CAP implementation discussion to another meeting
4. Amend CAP to include 2021 implementation decisions to be brought back as a consent item at a future meeting



CAP GOAL NO. 1: EXPLORE POLICY/PROGRAM OPTIONS TO CONVERT 95% OF EXISTING BUILDINGS TO ALL-ELECTRIC BY 2030



Recommended next steps	Alternatives
Approve timeline for project completion: <ol style="list-style-type: none">1. May- Complete analysis work2. June- EQC recommendation3. July/August- City Council considers analysis and policy approaches4. Fall 2021- Begin public engagement5. 2022: City Council adopt ordinance(s) based on public engagement and final EQC recommendations	<ol style="list-style-type: none">1. Consider omitting tasks to expedite timeline2. Defer to the Environmental Quality Commission (EQC) for advice3. Provide further guidance/direction on implementation4. Suspend work and focus on other CAP goals



CAP GOAL NO. 2: SET CITYWIDE GOAL FOR INCREASING EVS AND DECREASING GASOLINE SALES



Recommended next steps

Staff recommendation: City Council approval of the EQC's recommendation to implement through the Beyond Gas Initiative

Alternatives

Provide additional direction/guidance to implement. Any further actions/tasks may require additional resources that would need to be analyzed and brought back to City Council for final approval.



CAP GOAL NO. 3: EXPAND ACCESS TO EV CHARGING FOR MULTIFAMILY AND COMMERCIAL PROPERTIES



Recommended next steps

Staff recommendation: Staff will continue to monitor the effectiveness of charging infrastructure incentives, and promote/market the incentives to multifamily property owners and tenants

EQC recommendation: Leveraging the relationships that the City Council has with existing multifamily property owners, the EQC requests that City Council members have at least 10 formal conversations with multifamily property owners in hopes to have at least one EV charger installed at two multifamily properties by August 31, 2021. City Council can refer interested property owners to staff to help facilitate free technical and incentive assistance.

Alternatives

1. Provide additional guidance/direction on implementation. Any further actions/tasks may require additional resources that would need to be analyzed and brought back to City Council for final approval
2. Suspend work and focus on other CAP goals



CAP GOAL NO.4: REDUCE VEHICLE MILES TRAVELED (VMT) BY 25% OR AN AMOUNT RECOMMENDED BY THE COMPLETE STREETS COMMISSION



Recommended next steps

Staff recommendation: Approve EQC recommendation to direct the CSC to include in their two-year work plan development of a VMT reduction target.

The current CSC work plan includes studying how projects in the Transportation Master Plan can be prioritized that directly benefit the CAP.

Alternatives

1. Focus on current work underway and proposed in CSC work plan
2. Provide direction to staff on additional work or tasks



CAP GOAL NO. 5: ELIMINATE THE USE OF FOSSIL FUELS FROM MUNICIPAL OPERATIONS



Recommended next steps

Staff recommendation: continue current direction from City Council to replace assets and equipment upon burnout, and use current staff capacity toward eliminating fossil fuels at the Menlo Park Community Campus project.

Alternatives

Any further actions/tasks may require additional resources that would need to be analyzed and brought back to City Council for final approval.



CAP GOAL NO. 6: DEVELOP A CLIMATE ADAPTATION PLAN TO PROTECT THE COMMUNITY FROM SEA LEVEL RISE AND FLOODING



Recommended next steps

Staff recommendation: Await FEMA's recommendations on funding for the SAFER Bay project grant application this summer. Staff will continue to monitor Resilient San Mateo's regular agendas and work, and update the City Council on significant work efforts impacting Menlo Park through the City Council's work plan quarterly reports.

EQC recommendation (September 2020): Request quarterly updates (at least) from staff on decisions made by the San Mateo County Flood and Sea Level Rise Resiliency District board of directors. Consider assigning a City Councilmember to attend Board meetings and report back to City Council on a regular basis. Inquire about Menlo Park gaining a seat on the Board.

Alternatives

Any further actions/tasks may require additional resources that would need to be analyzed and brought back to City Council for final approval.



THANK YOU



STAFF REPORT – CONTINUED FROM 3/9/2021

City Council

Meeting Date: ~~3/9/2021~~ 3/23/2021

Staff Report Number: 21-050-CC

Regular Business: **Direction on cost recovery policy (City Council Procedure #CC-10-001), library overdue fines and recreation user fees**

Recommendation

Staff recommends that the City Council:

1. Direct staff to eliminate library overdue fines in conjunction with the next update to the master fee schedule
2. Direct staff to develop a pilot program to provide additional need-based scholarships for recreation programs citywide
3. Direct staff to develop a pilot program to eliminate user fees for recreation programs whose target participants are Menlo Park residents ages zero to five
4. Amend the cost recovery policy by inserting a statement that prioritizes equity and access to library and recreation programs when determining user fees.

Policy Issues

City Council adopts fees to recover the cost for various city services to minimize the demand on general taxes for services that have an individual benefit. To guide the establishment of fees, the City Council adopted a user fee cost recovery policy, #CC-10-001, Attachment A. The user fees themselves are established by City Council in the master fee schedule. The City Council may set new fees, change fee amounts, or eliminate fees at its discretion, subject to applicable law.

Background

On February 23, City Council convened a public study session to discuss the cost recovery policy and provide direction to staff for potential equity-based revisions to the policy as it pertains to community access to library and community services programs. What follows is a list of key considerations voiced by City Councilmembers during the February 23 study session discussion. They are here listed in no particular order and are numbered solely for convenient reference:

1. Eliminate library overdue fines
2. Innovative/new approaches to equity are important and should be explored, however creating models that are sustainable, both economically and operationally, also is important
3. Scholarships and sliding scales help move toward equity and are worth doing, but are perceived by some as half-measures that do not of themselves achieve complete equity
4. Provide examples from other municipalities that prioritize/approach cost recovery through an equity lens
5. Provide details of current fee-assistance programs in the city - Beyond Barriers aquatics scholarships, etc.
6. Provide details of "pay what you can/ suggested donation" model, how would it work
7. Provide details of potential fiscal and/or operational impacts; explore alternative means to recover some

costs

8. Approach from the perspective that no resident should be denied service because they can't pay. This approach may be more suitable to some services than others
9. Consider increasing non-resident fees to offset cost recovery while reducing or eliminating resident fees
10. Focus less on cost recovery when making decisions about community programs and facilities; prioritize serving the community first
11. Consider the needs of residents of neighboring unincorporated areas who have Menlo Park street addresses and who primarily access services in Menlo Park
12. Solve problem/barrier of registration logjams (multiple users logging in at midnight to compete for limited registration slots.) Possibilities: lottery system, phased registration
13. Investigate options to facilitate affinity groups during registration, for example, children who live in different households and who want to participate in city programs together
14. Start with a pilot program that tests a no-fee model in a specific recreation program or set of programs focused on an objective already identified in the cost recovery policy - for example, health/wellness/movement programs for youth
15. Leverage any pilot project that is implemented now to serve as a testbed for programs in the Menlo Park community campus
16. Identify options for creating a community pass or membership card for residents to access services.

Analysis

City Council direction to staff

Based on the input provided to staff at the February 23, 2021 study session, staff has investigated a number of the potential changes to the cost recovery policy and the implications these would have on budgeting and programming, described in greater detail below.

Equity as a priority

The National Academy of Public Administration has defined the term “social equity” as, “The fair, just and equitable management of all institutions serving the public directly or by contract; the fair, just and equitable distribution of public services and implementation of public policy; and the commitment to promote fairness, justice, and equity in the formation of public policy.”¹

The City Council’s budget principles, most recently adopted for fiscal year 2020-21, include the following excerpts:

- “2. Provide City services and infrastructure that contribute to quality-of-life in Menlo Park
“c) Strive to balance the resources and requirements of each area of the City in an equitable manner through the use of equitable tools”

These principles as written are not in direct conflict with the City’s cost recovery policy, however the City Council may consider articulating these principles more clearly into the cost recovery policy. If directed, the cost recovery policy could be amended to explicitly prioritize equity and programming as goals for some service areas rather than target cost recovery amounts.

¹ <https://www.napawash.org/working-groups/standing-panels/social-equity-in-governance/>

Elimination of library overdue fines

On February 23, City Council expressed interest in eliminating library overdue fines, noting that several library jurisdictions within San Mateo County and in the Bay Area region have eliminated these fines in recent years. Studies undertaken in many of those jurisdictions have indicated that library overdue fines disproportionately impact low-income residents and communities of color, and that the administrative and staffing costs of tracking and collecting overdue fines typically exceed the value of the fines collected. For a local example, the San Mateo County Library system in 2018 completed a study which led to these conclusions and resulted in the elimination of library overdue fines in that jurisdiction (Attachment B.)

The City of Menlo Park fiscal year 2020-21 operating budget includes a projected \$42,000 in revenues from library fines, consistent with the actual amounts of library fines collected in recent fiscal years. (Attachment C.) Menlo Park library's processes for collecting overdue fines are essentially identical to those used by San Mateo County library before that jurisdiction's elimination of overdue fines and can be fairly estimated to have a proportionately similar administrative cost burden which would be eliminated if fines were eliminated. Should City Council so direct, staff will incorporate the elimination of library overdue fines in the next master fee schedule update tentatively scheduled March 23.

Equity in municipal recreation – current practices and emerging trends

The National Recreation and Park Association (NRPA) has taken steps in the direction of social equity, including by adopting a statement, "Social Equity and Parks and Recreation,"² that reads in part:

Our nation's public parks and recreation services should be equally accessible and available to all people regardless of income level, ethnicity, gender, ability or age. Public parks, recreation services and recreation programs including the maintenance, safety, and accessibility of parks and facilities, should be provided on an equitable basis to all citizens of communities served by public agencies. Social equity is a critical responsibility borne by every public park and recreation agency and the professionals that operate them. It is a right, not just a privilege, for people nationwide to have safe healthful access to parks and recreation.

The NRPA and its state-level counterpart California Park and Recreation Society stop short of recommending eliminating recreation user fees entirely, and instead recommend that low-income groups receive user fee subsidies in accordance with their ability to pay, while other groups should continue to pay user fees commensurate to the benefits they receive.³ The underlying principle and practice are that agencies set user fees to market rate and offer need-based subsidies on a case-by-case basis, and that full fare programs reflect the true cost of the programs and convey quality. In practice, this typically takes the form of scholarships and other application- and eligibility-based fee assistance programs.

Most municipal recreation programs impose user fees for general public access to recreation programming and typically seek to address equity concerns through scholarship programs that include an application process to assess and document each applicant's eligibility based on their income, their demographics or other factors. Most municipalities that offer some form of scholarship program require income verification either via pay stubs or W-2/ federal income tax return, while others accept any proof of public assistance, such as Medi-Cal, CalWorks, WIC or free and reduced school lunch.

² <https://www.nrpa.org/our-work/Three-Pillars/social-equity-and-parks-and-recreation/>

³ <https://www.nrpa.org/parks-recreation-magazine/2020/january/pricing-strategies-that-combat-social-injustice/>

Current scholarship / fee assistance programs in Menlo Park

Currently the City of Menlo Park offers subsidized programming aligned with its adopted cost recovery policy and master fee schedule at the Onetta Harris Community Center, Menlo Park Senior Center, Belle Haven Afterschool Program, and Belle Haven Child Development Center (BHDCD.) There are additional opportunities for fee assistance at the Onetta Harris Community Center, the gymnastics and aquatics program, and at the BHDCD.

At the Onetta Harris Community Center, the Belle Haven Community Development Fund (BHCDF), an independent nonprofit, administers the one-to-one scholarship program which waives the \$25 class fee for youth recreation classes and provides a full subsidy for up to 8 participants in the Summer of Service Camp (SOS.) In administering the program, BHCDF does not require the verification of income to receive the scholarship. Currently, City staff track the number of requested scholarships and invoices the BHCDF for reimbursement. On average there are approximately 58 scholarships awarded per year.

At the Arrillaga Family Gymnastics Center, income-qualified residents receive the reduced hourly rate of \$5/hour from the normal \$16/hour. Applicants must submit recent pay stubs and W-2 forms to qualify. The program serves approximately 15 families per year.

At the Burgess Pool and Belle Haven Pool, which are operated by third-party provider Menlo Swim and Sport, the opportunity for fee assistance comes via scholarships administered by the Beyond Barriers Athletic Foundation. In 2019, 271 youth participants (not exclusively Menlo Park residents) received free swim lessons at both Burgess and Belle Haven pools. The Beyond Barriers scholarship can also be applied toward Menlo Swim and Sport's summer camp and the lifeguard certification program.

Pilot program to provide additional need-based scholarships for recreation programs citywide

In the absence of a citywide financial assistance or scholarship program, residents with a financial need are currently limited to participating in a relatively small selection of subsidized classes at Onetta Harris Community Center for their recreational needs. Classes at the Arrillaga Family Recreation Center, Gymnastics Center and Gymnasium are not financially accessible to some residents. To illustrate this point, a January 14th article in *The Almanac*⁴ about plans to build a new community campus in Belle Haven highlighted this comment by a college student who grew up in Belle Haven:

“As a little girl growing up in the neighborhood, she said, she would study the city's activity catalog, unable to participate in the programs at the Burgess center because they were too expensive; programs at the Belle Haven location were cheaper, but were also, in some cases, canceled.”

Additional scholarship opportunities would be a step toward lowering these barriers further. For example, a pilot program to provide additional scholarship options for recreation programs citywide. This could take the form of discounting recreation fee classes by 75 percent for residents showing proof of other public assistance. Municipal recreation professional associations recommend that participants pay a nominal fee toward the activity to promote attendance, however City Council can choose to waive even the nominal fee, if desired.

To help increase community participation and streamline the administrative burden of enrollment verification to the greatest extent possible, the city could seek partnerships with local school districts to proactively enroll all Menlo Park families who are enrolled in the districts' free or discounted school lunch programs into

⁴ <https://www.almanacnews.com/news/2020/01/14/residents-urge-facebook-to-preserve-belle-haven-history>

the city's scholarship program. However, coordination with school districts would likely still entail some administrative burden to city staff, student information privacy is subject to multiple protections, and school districts are under no obligation to participate in such partnerships.

In a proposed pilot program, qualified participants could potentially receive up to one class or activity per activity guide cycle, with a maximum yearly scholarship of \$250 per individual or \$500 per family, however City Council could set different limits, if desired. In such a program, scholarships could be made available to qualified enrollees until funds allocated to the scholarships are depleted. If remaining funds are available, participants could be eligible to apply toward other activities such as summer camps.

Reduced barriers and increased access to recreation programs will be especially vital during the transitional services period during the construction of the Menlo Park community campus. During that temporary time of limited program spaces, reducing fee-based barriers to participation in recreation programs throughout Menlo Park can help offset the impacts of the temporary loss of spaces for recreation programs in neighborhoods that have been historically impacted by redlining and other discriminatory practices of the 20th century that contributed to stark inequities in wealth, health, education, employment, and other vital outcomes that continue to affect residents of Menlo Park neighborhoods to this day.

Should the City Council direct staff to develop a pilot program to provide new scholarship options citywide, staff will develop the details of the pilot program for presentation to City Council in the context of the fiscal year 2021-22 budget deliberations.

Pilot program to eliminate resident user fees for recreation programs targeted to ages zero to five years

Arguably the most barrier-free option for all residents to participate in recreation programs regardless of ability to pay would be to eliminate resident user fees entirely for those programs. Such an approach would be consistent with the long-standing programming models of public libraries, including in Menlo Park, which historically do not charge user fees for participation in programs such as story time, arts and crafts, or classes such as English acquisition. In recent years, many public libraries have taken the additional equity-oriented step of eliminating library overdue fines because of the barriers to access that fines and fees are known to create for low-income residents and communities of color.

Should the City Council so desire, eliminating resident user fees in some recreation programs would be a further step toward eliminating barriers to access for all residents. For example, the City Council could direct staff to create a pilot program to eliminate user fees for Menlo Park residents who participate in recreation programs targeted to children ages 0-five years. Such a pilot program could focus on recreation programs for young children related to music, dance, movement and introduction to sports. The city annually collects gross revenues from user fees imposed on this set of early childhood recreation programs of approximately \$238,000; with net revenues after instructor payments of approximately \$103,000 (Attachment C.) This figure does not include revenues from child care, summer camps or gymnastics programs, which are not recommended for a pilot program to eliminate user fees at this time. Child care, summer camps and gymnastics are placed in a higher level of cost recovery in the cost recovery policy, involve more intensive and higher levels of care and investment, and are recommended to continue with the current model of user fees combined with need-based subsidies or scholarships on a case-by-case basis.

Should the City Council direct staff to develop a pilot program to eliminate resident user fees for recreation programs targeted to children ages zero to five, staff will develop the details of the pilot program for presentation to City Council in the context of the fiscal year 2021-22 budget deliberations.

Additional equity-based alternatives to recreation facilities and services user fees

Another example of an innovative, equity-driven pilot program would be a “Recreation Rx” program in partnership with a local nonprofit health provider such as Ravenswood Family Health Clinic. In an effort to promote wellness to our at-risk communities, the health clinic could be provided with a set number of “recreation prescriptions” or free class passes to distribute to patients who would benefit from fitness classes. For example, a resident at-risk of heart disease, suffering from diabetes or battling obesity. Recreation Rx could be redeemed at any City of Menlo Park facility for health and wellness classes. Should the City Council direct staff to develop a 12-month pilot program targeted to accessible health and wellness opportunities for all residents, staff will develop the details of the pilot program for presentation to City Council in the context of the fiscal year 2021-22 budget deliberations.

Cost recovery policy equity statement

The following statement has been adapted from the City of Menlo Park operating budget document and the National Academy of Public Administration’s definition of social equity, and is proposed to be incorporated into the cost recovery policy in section, “Process for establishing service fee cost recovery levels” (insertion shown inline in Attachment A):

The City of Menlo Park provides services and infrastructure that contribute to quality-of-life for all Menlo Park residents. In so doing, the City strives to balance the resources and requirements of each area of the city in an equitable manner for all residents, in all neighborhoods of the City. The City of Menlo Park prioritizes social justice in decisions that affect residents’ lives: the fair, just and equitable management of all institutions serving the public directly or by contract; the fair, just and equitable distribution of public services and implementation of public policy; and the commitment to promote fairness, justice, and equity in the formation of public policy.

No change to the other fundamentals of the cost recovery policy is needed at this time unless City Council directs otherwise; implementation of the policy’s intent and any pilot programs can be expressed through updates to the master fee schedule.

Other recommended changes

Staff has incorporated the previous direction provided as well as minor streamlining changes into the proposed user fee cost recovery policy, City Council Procedure #CC-10-001, Attachment A. All changes are marked with “track changes” for clarity, and most notably include the addition of equity as a priority in the process of establishing service fee cost recovery levels, elimination of target cost recovery for some program areas, and the elimination of duplicative tables within the service category areas given their narrative direction.

Next steps

1. Master fee schedule public hearing – April 13, 2021. Staff will incorporate any cost recovery policy direction into the master fee schedule and hold a public hearing for adoption of new fees effective July 1, 2021.

Impact on City Resources

Programming decisions and revenue expectations are incorporated into the city manager’s proposed budget and will guide the development of the operating budget for fiscal year 2021-22. Staff capacity to

receive direction and incorporate changes to the cost recovery policy and master fee schedule are included in the amended fiscal year 2020-21 budget.

Environmental Review

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

Public Notice

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

Attachments

- A. Proposed user fee cost recovery policy, City Council Procedure #CC-10-001
- B. San Mateo County Library – Recommendation for fine-free policy
- C. Program revenues

Report prepared by:

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Adriane Lee Bird, Assistant Community Services Director
Sean Reinhart, Director of Library and Community Services



User Fee Cost Recovery

City Council [Procedure #CC-10-001](#)
[PROPOSED effective March 10, 2021](#)
 701 Laurel St., Menlo Park, CA 94025
 tel 650-330-6620

<p>Purpose</p> <p>A clear User Fee Cost Recovery Policy will allow the City of Menlo Park to provide an ongoing, sound basis for setting fees that allows charges and fees to be periodically reviewed and updated based on predetermined, researched and supportable criteria that can be made available to the public.</p>
<p>Background</p> <p>In 2005 the <i>Your City/Your Decision</i> community driven budget process provided community direction and initial information on approaches to cost recovery of services. In 2007, the Cost Allocation Plan provided further basis for development of a standardized allocation system by providing a methodology for data-based distribution of administrative and other overhead charges to programs and services. The Cost of Services Study completed in 2008 allowed the determination of the full cost of providing each service for which a fee is charged and laid the final groundwork needed for development of a values-based and data-driven User Fee Cost Recovery Policy. A draft User Fee Cost Recovery Policy was presented for consideration by the Council at a Study Session on February 10, 2009. Comments and direction from the Study Session were used to prepare this Fiscal Policy.</p>
<p>Policy</p> <p>The policy has three main components:</p> <ol style="list-style-type: none"> 1. Provision for ongoing review 2. Process of establishing cost recovery levels <ul style="list-style-type: none"> • Factors to be Considered 3. Target Cost Recovery Levels <ul style="list-style-type: none"> • Social Services and Recreation Programs • Development Review Programs • Public Works • Police • Library • Administrative Services
<p>Provision for ongoing review</p> <p>Fees will be reviewed at least annually in order to keep pace with changes in the cost of living and methods or levels of service delivery. In order to facilitate a fact-based approach to this review, a comprehensive analysis of the city's costs and fees should be made at least every five years. In the interim, fees will be adjusted by annual cost factors reflected in the appropriate program's operating budget.</p>
<p>Process of establishing service fee cost recovery levels</p> <p>The City of Menlo Park provides services and infrastructure that contribute to quality-of-life for all Menlo Park residents. In so doing, the City strives to balance the resources and requirements of each area of the city in an equitable manner for all residents, in all neighborhoods of the City. The City of Menlo Park prioritizes social justice in decisions that affect residents' lives: the fair, just and equitable management of all institutions serving the public directly or by contract; the fair, just and equitable distribution of public services and implementation of public policy; and the commitment to promote fairness, justice, and equity in the formation of public policy.</p> <p>The following factors will be considered when setting service fees and cost recovery levels</p> <ol style="list-style-type: none"> 1. Community-wide vs. special benefit <ul style="list-style-type: none"> • The use of general purpose revenue is appropriate for community-wide services while user fees are appropriate for services that are of special benefit to individuals or groups. Full cost recovery is not always appropriate. 2. Service Recipient Versus Service Driver <ul style="list-style-type: none"> • Particularly for services associated with regulated activities (development review, code enforcement), from which the community primarily benefits, cost recovery from the "driver" of the need for the service (applicant, violator) is appropriate. 3. Consistency with City public policies and objectives <ul style="list-style-type: none"> • City policies and Council goals focused on long term improvements to community quality of life may also impact desired fee levels as fees can be used to change community behaviors, promote certain

- activities or provide funding for pursuit of specific community goals, for example: health and wellness, environmental stewardship.
4. Impact on demand (elasticity)
 - Pricing of services can significantly impact demand. At full cost recovery, for example, the City is providing services for which there is a genuine market not over-stimulated by artificially low prices. Conversely, high cost recovery may negatively impact lower income groups and this can work against public policy outcomes if the services are specifically designed to serve particular groups.
 5. Discounted Rates and Surcharges
 - Rates may be discounted to accommodate lower income groups or groups who are the target of the service, such as senior citizens or residents.
 - Higher rates are considered appropriate for non-residents to further reduce general fund subsidization of services.
 6. Feasibility of Collection
 - It may be impractical or too costly to establish a system to appropriately identify and charge each user for the specific services received. The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.

Target cost recovery levels

1. Low cost recovery levels (0%-30%) are appropriate if:
 - There is no intended relationship between the amount paid and the benefit received
 - Collecting fees is not cost-effective
 - There is no intent to limit use of the service
 - The service is non-recurring
 - Collecting fees would discourage compliance with regulatory requirements
 - The public at large benefits even if they are not the direct users of the service
 2. High cost recovery levels (70%-100%) are appropriate if:
 - The individual user or participant receives the benefit of the service
 - Other private or public sector alternatives could or do provide the service
 - For equity or demand management purposes, it is intended that there be a direct relationship between the amount paid and the level and cost of the service received
 - The use of the service is specifically discouraged
 - The service is regulatory in nature
 3. Services having factors associated with both cost recovery levels would be subsidized at a mid-level of cost recovery (30% - 70%).
- General categories of services tend to fall logically into the three levels of cost recovery above and can be classified according to the factors favoring those classifications for consistent and appropriate fees. Primary categories of services include:
- Social Services and Recreation Programs
 - Development Review Programs – Planning, and Building
 - Public Works Department – Engineering, Transportation, and Maintenance
 - Public Safety

Social Services and Recreation Programs

Master Fee Schedule Page #'s	General categorization of programs, Services, Activity, and facilities	Low-cost recovery (0-30%)	Mid-cost recovery (30-70%)	High-cost recovery (70-100%)
Parks				
Page 9	Dog Parks	X		
Page 9	Skate Parks	X		
Page 9	Open Space/Parks	X		
Page 9	Playgrounds	X		
Social Services				

	Senior Transportation	X		
Page-7	Senior Classes/ Events	X		
Page-11	Belle Haven School Age—Title 22		X	
Page-10	Menlo Children's Center—Title 22			X
Master Fee Schedule Page #'s	General categorization of programs, Services, Activity, and facilities	Low-cost recovery (0-30%)	Mid-cost recovery (30-70%)	High-cost recovery (70-100%)
Social Services—continued				
Page-11	Preschool — Title 22			X
Page-11	Preschool — Title 5		X	
Page-7	Second Harvest	X		
Page-7	Congregate Nutrition		X	
Page-11	Belle Haven Community School		X	
Events/Celebrations				
	City-Sponsored	X		
	City-Wide	X		
	Youth & Teen Targeted	X		
	Cultural	X		
	Concerts	X		
Facility Usage				
	City Functions (e.g. commissions)	X		
	Co-Sponsored Organizations	X		
Page-5,6,7	Non-Profit	X		
Page-9	Fields—Youth (non-profit)		X	
Page-9	Fields—Adult (non-profit)		X	
Page-9	Tennis Courts		X	
Page-10	Picnic Rentals— Private Party			X
Page-5,6,7	Private Rentals			X
Page-9	Fields—for-profit			X
Page-5,6,7,8,9,10	Contracted Venues —for-profit			X
Fee Assisted Programs				
Page-8	Recreational Swim	X		
Page-8	Swimming Classes	X		

Page 8	Lap Swimming	X		
Page 7	Recreation Classes	X		
Page 11	Open Gym Activities	X		

Master Fee Schedule Page #'s	General categorization of programs, Services, Activity, and facilities	Low-cost recovery (0-30%)	Mid-cost recovery (30-70%)	High-cost recovery (70-100%)
Recreation Programs				
Page 11	Drop-In Activities		X	
Page 10,11	Camps & Clinics			X
Page 9	Youth Leagues			X
Page 10	Youth Special Interest			X
Page 10	Adult Special Interest			X
Page 12	Gymnastics			X
Page 6,12	Birthday Parties			X
Page 11	Adult League			X

Low Recovery Expectations

Low Recovery Expectations

Low to zero recovery is expected for programs in this category as the community benefits from the service. Non-resident fees if allowed may provide medium cost recovery.

In general, low cost programs or activities in this group provide a community wide benefit. These programs and activities are generally youth programs or activities enhancing the health, safety and livability of the community and therefore require the removal of a cost barrier for optimum participation. Recreation programming geared toward the needs of teens, youth, seniors, persons with disabilities, and/or those with limited opportunities for recreation are included. For example:

- Parks – As long as collecting fees at City parks is not cost-effective, there should be no fees collected for general use of parks and playgrounds. Costs associated with maintaining the City’s parks represent a large cost for which there is no significant opportunity for recovery – these facilities are public domains and are an essential service of City government.
- Social Services – There is no intended relationship between the amount paid and the benefit received for social service programs. Some programs are designed and delivered in coordination/partnership with other providers in Menlo Park.
- Senior Transportation – Transportation is classified as a low cost recovery program because there is no fee charged for the program and the majority of the seniors served cannot afford the actual cost of the service. Donations are solicited, but they are minimal. No fee should be established for this service, as it would threaten ridership and County reimbursements would be withdrawn.
- Senior Classes/Events – The primary purpose of senior classes and events is to encourage participation. The seniors served in these classes do not have the means of paying for the classes and are classified as “scholarship” recipients due to their low income levels. The classes should continue to be offered in collaboration with outside agencies which can offer them for free through state subsidies.
- Second Harvest – Monthly food distributions provide free food to needy families and so contribute a broad community benefit. The coordination and operation of the program is through the Onetta Harris Center staff with volunteers assisting with the distribution of food, to keep costs as low as possible.
- Events/Celebrations – Community Services events provide opportunities for neighborhoods to come together as a community and integrate people of various ages, economic and cultural backgrounds. Events also foster pride in the community and provide opportunities for volunteers to give back. As such, the benefits are community-wide. In addition, collection of fees isn’t always cost effective.
- Facility Usage – Safe and secure facilities for neighborhood problem-solving and provision of other general services support an engaged community and should be encouraged with low or no fees.
- Fee Assisted Recreation Programs – Activities with fee assistance or sliding scales make the programs affordable to all economic levels in the community. Organized activities, classes, and drop-in programs are designed to encourage active living, teach essential life and safety skills and promote life-long learning for broad community benefit.

Medium Recovery Expectation

Medium Recovery Expectations

Recovery of most program costs incurred in the delivery of the service, but without recovery of any of the costs which would have been incurred by the department without the service. Both community and individuals benefit from these services. Non-resident fees if allowed may provide high cost recovery.

- Belle Haven School Age – Title 22 - Licensed Child Care Program – Services to participants in this program are not readily available elsewhere in the community at low cost. The program provides broad community benefit in the form of a safety net for children in the community. Organized activities and programs teach basic skills, constructive use of time, boundaries and expectations, commitment to learning and social competency. Resident fees charged based on San Mateo County Pilot program for full day care that sets fees at no more than 10% of the family's gross income.
- Preschool Title 5 – The Preschool Program is supported primarily by reimbursement of federal and state grants for low income children. Tuition and reimbursement rates are regulatory.
- Senior Lunches – Congregate Nutrition is classified as a medium cost recovery fee as it asks a donation coupled with a per meal reimbursement from OAA & State funds.
- Belle Haven School Community School – The Community School partners with various non-profit and community-based agencies to provide much needed services to the community – high quality instruction, youth enrichment services, after-school programs, early learning and a family center. Services are open to Belle Haven students, their families and residents of the surrounding neighborhood.
- Field Rentals and Tennis Courts – Costs should be kept low for local non-profit organizations providing sports leagues open to residents and children in the Menlo Park Schools that encourage healthy lifestyles and lifelong fitness. Opportunities exist to collect a reasonable fee for use to defray citywide expenses for tennis facilities and fields.
- Programs – Drop-in programs can be accessed by the widest cross section of the population and therefore have the potential for broad-base participation. Recreation drop-in programs have minimal supervision while providing healthy outlets for youth, teens and adults

High Recovery Expectations

High Recovery Expectations

Present when user fees charged are sufficient to support direct program costs plus up to 100% of department administration and city overhead associated with the activity. Individual benefit foremost and minimal community benefit exists. Activities promote the full utilization of parks and recreation facilities.

- Menlo Children's Center School Age and Pre-school – Title 22 – Participation benefits the individual user.
- Picnic Areas – Picnic rental reservations benefit the individual but help defray the cost of maintaining parks benefiting the entire community.
- Facility Usage – Facility use is set at a higher rate for the private use of the public facility for meetings, parties, and programs charging fees for services and celebrations.
- Programs – Activities in this area benefit the individual user. Programs, classes, and sports leagues are often offered to keep pace with current recreational trends and provide the opportunity to learn new skills, improve health, and develop social competency. The services are made available to maximize the use of the facilities, increase the variety of offerings to the community as a whole and spread department administration and city-wide overhead costs to many activities. In some instances, offering these activities helps defray expenses of services with no viable means of collecting revenue e.g. parks, playgrounds, etc.
- Contracted Venues – (for profit) – Long term arrangements where a facility is rented or contracted out to reduce general funding expense in order to provide specialized services to residents.

Development Review Services

1. Planning (planned development permits, tentative tract and parcel maps, re-zonings, general plan amendments, variances, use permits)
2. Building and safety (building permits, structural plan checks, inspections)

Master's Fee Schedule Page #'s	General categorization of programs, Services, Activity, and facilities	Low-cost recovery (0-30%)	Mid-cost recovery (30-70%)	High-cost recovery (70-100%)
Planning				
Page 24	Appeals of Staff Decisions	X		
Page 24	Appeals of Planning Commission Decisions by Residents	X		
	Subsequent Appeals			X
Page 24	Temporary Sign Permits	X		
Page 23	Use Permits— Non-Profits	X		
Page 24	Administrative Reviews—Fences		X	
	Appeals of Planning Commission Decisions by Non-Residents			X
Page 23	Administrative Reviews—Other			X
Page 23	Architectural Control			X
Page 23	Development Permits			X
Page 23	Environmental Reviews			X
Page 23	General Plan Amendments			X
Page 24	Tentative Maps			X
Page 24	Miscellaneous— not listed elsewhere			X
	Reviews by Community Development Director of Planning Commission			X
Page 23	Special Events Permitting			X
Page 23	Study Sessions			X

Master's Fee Schedule Page #'s	General categorization of programs, Services, Activity, and facilities	Low-cost recovery (0-30%)	Mid-cost recovery (30-70%)	High-cost recovery (70-100%)
Planning—continued				
Page 24	Zoning Compliance Letters			X
Page 23	Signs and Awnings			X
Page 23	Use Permits—other			X
Page 23	Variances			X
Page 23	Zoning Map Ordinance Amendments			X
Building and safety				
Page 28-48	Solar Installations		X	
	Building Permits			X
	Mechanical Permits			X
	Electrical Permits			X
	Plumbing Permits			X
	Consultant Review			X
Low Recovery Expectations				
<p>Low Recovery Expectations</p> <p>Low to zero recovery is expected for services in this category to maintain open and accessible government processes for the public, encourage environmental sustainability and encourage compliance with regulatory requirements. Example of Low Recovery items:</p> <ul style="list-style-type: none"> • Planning – The fees for applicants who wish to appeal a Staff Decision or for a Menlo Park resident or neighbor from an immediately adjacent jurisdiction who wishes to appeal a decision of the Planning Commission is purposefully low to allow for accessibility to government processes. • Planning – Temporary sign permit fees are low so as to encourage compliance. • Building – The elimination or reduction of building permits for solar array installations is consistent with California Government Code Section 65850.5, which calls on local agencies to encourage the installation of solar energy systems by removing obstacles to, and minimizing costs of, permitting for such systems. 				
Mid-level Recovery Expectations				
<p>Medium Recovery Expectations</p> <p>Recovery in the range of 30% to 70% of the costs incurred in the delivery of the service reflects the private benefit that is received while not discouraging compliance with the regulation requirements.</p> <ul style="list-style-type: none"> • Planning – Administrative permits for fences that exceed the height requirements along Santa Cruz Avenue are set at mid-level to encourage compliance. 				

High Recovery Expectations

High Recovery Expectations

Cost recovery for most development review services should generally be high. In most instances, the City’s cost recovery goal should be 100%.

- Planning – Subsequent Appeals - The fees for applicants who are dissatisfied with the results of a previous appeal of an administrative permit or a decision of the Planning Commission should be at 100% cost recovery.
- Planning – Most of the Planning fees charged are based on a “time and materials” basis, with the applicant/customer being billed for staff time (at a rate that includes overhead cost allocations) and the cost of actual materials or external services utilized in the delivery of the service.
- Building – Building fees use a cost-basis, not a valuation basis, and are flat fees based on the size and quantities of the project.

Public Works Department – Engineering Transportation, and Maintenance

1. Engineering and Transportation (public improvement plan checks, inspections, subdivision requirements, encroachments)
2. Transportation (red curb installation, truck route permits, traffic signal repairs from accidents)
3. Maintenance (street barricades, banners, trees, special event set-up, damaged city property)

Master-Fee Schedule-Page #'s	General categorization of programs, Services, Activity, and facilities	Low-cost recovery (0-30%)	Mid-cost recovery (30-70%)	High-cost recovery (70-100%)
Engineering				
Page-25	Heritage Tree	X		
Page-25	Appeals to Environmental	X		
	Appeals to Environmental Quality Commission and City Council	X		
	Bid Packages	X		
Page-19	Plotter Prints		X	
Page-19	Encroachment Permits for City-mandated repair work (non-temporary)		X	
Page-25	Heritage Tree Removal Permits 1-3 trees		X	
Page-19	City Standard Details		X	
Page-20	Improvement Plan			X
Page-20	Plan Revisions			
Page-21	Construction Inspections			X
Page-20	Maps/ Subdivisions			X
	Real Property			X
Page-19	Abandonments			X
Page-19	Annexations			X

Page-21	Certificates of Compliance			X
Master-Fee Schedule-Page #'s	General categorization of programs, Services, Activity, and facilities	Low-cost recovery (0-30%)	Mid-cost recovery (30-70%)	High-cost recovery (70-100%)
Engineering—continued				
Page-20	Easement Dedications			X
Page-20	Lot Line Adjust/Merger			X
Page-19	Encroachment Permits			X
Page-19	Completion Bond			X
	Processing Fee			X
Page-25	Heritage Tree Permits after first 3 trees			X
Page-16	Downtown Parking Permits			X
Transportation				
Page-22	Red-Curb Installation	X		
Page-22	Truck-Route Permits	X		
Page-22	Traffic-Signal Accident			X
Page-22	Aerial Photos			X
Maintenance				
Page-22	Tree-Planting	X		
Page-22	Banners—Santa Cruz Avenue			X
Page-22	Barricade replacement			X
Page-22	Weed Abatement			X
Page-22	Special-Event set-up — for profit use			X
Page-22	Special-Event set-up — for non-profits use		X	
Page-22	Damaged-City property			X

Low Recovery Expectations

Low Recovery Expectations

Low to zero recovery is expected for services in this category as the community benefits from the service. In general, low cost services in this group provide a community-wide benefit. These services generally are intended to enhance or maintain the livability of the community and therefore require the removal of a cost barrier to encourage use. However, in some instances the maximum fee that can be charged is regulated at the State or Federal level and therefore the City fee is not determined by City costs (truck route permits, copies of documents). Examples of Low Recovery items:

- Maintenance – Tree Plantings is classified as a low cost recovery fee to replacement of trees removed due to poor health and to encourage new tree plantings.
- Transportation – Red Curb Installation is classified as a low cost recovery fee for support traffic/parking mitigation requests to address safety concerns of residents and businesses.
- Transportation – Truck Route Permits Fees – maximum fee set by State Law.
- Engineering – Heritage Tree Appeals is classified as a low cost recovery fee to insure that legitimate grievances are not suppressed by high fees.
- Engineering – Bid Packages are provided at a low cost to encourage bid submissions thereby insuring that the City receives sufficient bids to obtain the best value for the project to be undertaken.

Medium Recovery Expectations

Medium Recovery Expectations

Recovery in the range of 30% to 70% of the costs incurred in the delivery of the service. Typically, both the community and individuals benefit from these services.

- Engineering – Encroachment Permits for City-mandated repairs are classified as a medium cost recovery. Since the property owner is paying for the cost of construction but is required by ordinance to perform it promptly, a discounted fee for the permit is appropriate.

High Recovery Expectations

High Recovery Expectations

Recovery in the range of 70% to 100% when user fees charged are sufficient to fully recover costs of providing the service. Individual benefit is foremost and minimal community benefit exists. Most services provided by the Public Works Department fall in this area.

- Engineering – Encroachment Permits where the public right of way is used or impacted on a temporary or permanent basis for the benefit of the permittee. Debris Boxes are such an example
- Transportation – Traffic Signal Accident repair cost is the responsibility of the driver/insurer.
- Maintenance – Weed Abatement performed by Public Works staff to address ongoing code violation.
- Maintenance – Banners on Santa Cruz Avenue and El Camino Real.

Public Safety – Police Services

(Case Copies, False Alarms, Parking Permits, Abatements, Emergency Response, Background Investigations, Tow Contract)

Master Fee Schedule Page #'s	General categorization of programs, Services, Activity, and facilities	Low-cost recovery (0-30%)	Mid-cost recovery (30-70%)	High-cost recovery (70-100%)
Page 14	Case Copies	X		
Page 15	Citation Sign-Off-Residents	X		
Page 1,15	Document Copies	X		
Page 14	Bicycle Licenses	X		
Page 16	Overnight Parking Permits			X
Page 16	Residential Parking Permits	X		
Page 15	Property Inspection—Code Enforcement	X		
Page 15	Real Estate Sign Retrieval	X		
Page 14	False Alarm—Low Risk		X	
Page 15	Rotation Tow Service Contract		X	
Page 15	Repossession Fee		X	
Page 14	False Alarm—High Risk			X
Page 14	Good Conduct Letter			X
Page 14	Preparation Fees			X
Page 14	Research Fee			X
Page 14	Civil Subpoena Appearance			X
Page 14	Finger-Printing Documents			X
Page 15	Background Investigations			X
Page 14	Notary Services			X
Page 14	Vehicle Releases			X
Page 14	DUI—Emergency Response			X
Page 15	Intoximeter Rental			X
Page 15	Street Closure			X
Page 15	Unruly Gatherings			X
Page 18	Abatement			X

<u>Low Recovery Expectations</u>		
<u>Low Recovery Expectations</u> Low to zero recovery is expected for services in this category as the community generally benefits from the regulation of the activity. The regulation of these activities is intended to enhance or maintain the livability of the community. However, in some instances the maximum fee that can be charged is regulated at the State or Federal level and therefore the City fee is not determined by City costs (copies of documents).		
<u>Medium Recovery Expectations</u>		
<u>Medium Recovery Expectations</u> Recovery in the range of 30% to 70% of the costs of providing the service. Both community and individuals benefit from these services. <ul style="list-style-type: none"> False Alarm – primarily residential and low cash volume retail. Alarm response provide a disincentive to crime activity. However excessive false alarms negatively impact the ability of prompt police response to legitimate alarms. 		
<u>High Recovery Expectations</u>		
<u>High Recovery Expectations</u> Recovery in the range of 70% to 100% when user fees charged are sufficient to recover costs of the service provided. Individual benefit is foremost and minimal community benefit exists. Items such as False Alarm, DUI Emergency Response, Vehicle Releases, Unruly Gathering, and Abatements are punitive in nature and the costs should not be funded by the community. Items such as Good Conduct Letter, Preparation Fees, Research Fee, Finger Printing, Background Investigations, and Notary Service primarily benefit the individual. 100% of the cost for services in these areas is typical. <ul style="list-style-type: none"> Overnight Parking Permits – the fee charged for One Night Parking Permits fall into Low Cost Recovery, however when combined with the fees collected from the issuance of Annual Permits the result is the program should achieve High Cost Recovery. Street Closure – primarily residential for activities within a defined area. This service is provided for public safety and therefore is provided at a rate below 100% cost recovery. 		
Library		
(Library Cards, Overdue Fines , etc.) – fees are primarily established by the Peninsula Library Service. <u>No overdue fines will be charged.</u>		
Administrative Services		
(Copying Charges, Postage, etc.) – fees are primarily set by regulations and are generally high cost recovery of pass-thru charges.		
<u>Procedure history</u>		
<u>Action</u>	<u>Date</u>	<u>Notes</u>
<u>Procedure adoption</u>	<u>March 9, 2010</u>	
<u>Procedure update</u>	<u>March 9, 2021 (Proposed)</u>	



To: JPA Governing Board
From: Anne-Marie Despain, Director of Library Services
Nicole Pasini, Deputy Director of Library Services
Date: September 12, 2018
Meeting: September 17, 2018
Re: Recommendation for Fine-Free Policy

Background

Libraries have historically charged fines for the late return of materials in an effort to incentivize timely return of materials and to raise revenue. Currently, San Mateo County Libraries fines for materials for adult patrons are assessed at \$0.25 per day, limited to a maximum late charge of \$8 per item, or the equivalent of 32 days late. When patron accounts owe more than \$15, the patron is blocked from checking out library materials.

In July 2016, San Mateo County Libraries introduced fine-free library cards for children and teens, and the first year brought great results. Children's circulation increased by 28% in the first year and another 18% in the second year, and registration for new library cards increased by 70% in year one and 12% in year two. Building on the success of fine-free youth cards and recognizing that late fines can be a significant barrier to library access particularly among individuals with low or fixed incomes or who have transportation issues, the Library implemented fine-free library cards for seniors age 62 and older beginning in January 2018. Currently, we have 20,000 patrons registered for senior cards and have seen an 8% increase in circulation in the first six months of the program.

Many public libraries across the nation are increasingly eliminating overdue fines in recognition that fines serve no positive purpose, instead acting as a significant and inequitable barrier to service. There is an increasing body of research and direct experience that supports the elimination of fines. Libraries that have moved to a more customer-focused policy have reported these key findings:

- Fines negatively impact library use, particularly by lower income people.
- Fines do not effectively incentivize on-time return of materials.
- Fine revenue is less than the cost of the staff time to collect fines.
- Elimination of fines results in higher use, increased customer satisfaction and improved staff morale.

These findings and the recent success of our fine-free youth and senior cards lead the Library to recommend the elimination of fines for late return of material.

Discussion

Unequal Impact

Our patrons are not unique in the unequal impact of fines on low-income communities. Both the Berkeley Public Library and Baltimore's Enoch Pratt Free Library reported that, prior to eliminating late fines, the majority of the residents blocked from using the library were from the poorest neighborhoods in their cities. Colorado State Library issued a White Paper in 2016 entitled, *Removing Barriers To Access*, that explored the impact of fines and fees on access to library services for children. This comprehensive study concluded that fines are punitive, not educational incentives, and the threat of accumulating fines for overdue materials is keeping low-income families away from libraries, or from checking out items to take home. Additionally, based on the research, fine-free policies are more user-friendly and will bring more community members into the library, especially low-income populations who need library services the most.

Late fines are a regressive penalty that more negatively impact lower income communities. 19% of East Palo Alto patrons and 13% of Bookmobile patrons, who largely live in unincorporated areas, had blocked accounts for fines above \$15, which exceed the 8% overall average for San Mateo County Libraries. Additionally, it is notable that in the last fiscal year, patrons from the East Palo Alto Library, Half Moon Bay Library and Bookmobile accounted for less than 11% of our circulation but accounted for approximately 45% of total money owed.

Incentivizing Returns

Library fines have not proven to be an effective deterrent to returning items late. In Columbus, Ohio, the library board eliminated overdue fines starting on January 1, 2017, when their data showed that fines did nothing to encourage the timely return of materials. The Colorado study agrees, finding that the profession has little empirical evidence that charging fines results in greater circulation of library materials or the return of items in a timely manner. Conversely, Vermont's Milton Public Library found that after doing away with fines, more people returned books on time and Illinois' Vernon Area Public Library noted that the average number of days items are overdue dropped 42 percent after eliminating fines. Six months after fines were eliminated at Colorado's High Plains Library District, 95% of materials were returned within a week of the due date.

Behavioral Economist Uri Gneezy at the University of California, San Diego, found that library fines are too small to be an effective deterrent, and without money in the mix, readers would be more likely to return books on time because they would feel it's the right thing to do. The vast majority of our patrons already return library materials in a timely manner. In a snapshot of our cardholders in July 2018, 74% of patrons owed no fines.

Revenue or Cost

Library material fees and fines are not a significant revenue source for San Mateo County Libraries and are declining with the increasing use of digital materials, and implementation of automatic renewals and fine-free youth and senior cards. Revenue from this source in FY 2017-18 was \$189,446, amounting to only 0.6% of total revenue. Current revenue estimates included in this year's budget are \$99,000. Even if fines are eliminated,

we would still maintain our current practice of billing patrons for lost or damaged items that are not returned 30 days after the due date and removing the bill from the patron's account when the items are returned.

Revenue attributed to overdue fines is small, but the staff time involved in collecting and depositing small amounts of fines is significant for libraries. San Rafael Public Library analyzed fine transactions and determined that each transaction requires approximately ten minutes of staff time when factoring in all the collecting, tracking and accounting of overdue fines. San Diego Public Library eliminated late fees in April after finding that it costs \$1,000,000 in staff time to collect an average of \$700,000 in fees each year. The Colorado study concluded that the administrative costs, including equipment and staff time, often equal or exceed the revenue earned from library fines and fees. San Mateo County Libraries have a strong history of maximizing and aligning staff resources towards high-impact, meaningful work that positively engages our community and promotes library resources and facilities; time spent collecting fines is not in alignment with these values.

Return on Investment

The return on investment for eliminating fines is high. Like San Mateo County Libraries, the Salt Lake City Public Library reported that when they eliminated fines, the library lost less than 1% of its budget in exchange for significant increases in use, including an 11% increase in circulation, an 11% increase in borrowers and a 4% increase in new card registrations. Every library contacted that eliminated late fines reported overwhelmingly positive responses from patrons, and most reported that people who stopped using the library for financial reasons returned.

Conclusion

Ample research suggests that fines do not serve their intended purpose of promoting the timely return of materials and instead create significant barriers to library access. Evidence also suggests that the small loss in revenue will most likely be offset by staff savings associated with the management of late fees, and would result in significant increases in library use, customer and staff satisfaction, and benefit to the community. Late fines are in opposition to our strategic goals of ensuring equitable access, creating welcoming experiences, and growing a culture of learning and participation. Based on the evidence and our mission and values, a new fine-free policy is recommended.

Fiscal Impact

Revenue from fines, fees and material replacement payments are currently estimated at \$99,000. A decrease of \$75,000 is included in the FY 2018-19 Final Adopted Budget to account for recent customer service enhancements and this recommended policy change.

Recommendation

Recommend JPA Library Governing Board direct staff to create a policy for approval that eliminates overdue fines for late return of library materials. Operations Committee members present at the September 11, 2018, meeting concurred with this recommendation.

Revenues. All recreation / community services programs

Program area	2018-19 audited actuals (\$ thousands)					2019-20 audited actuals (\$ thousands)				
	Revenues	Expenditures	Net General Fund subsidy/(surplus)	Cost Recovery Percent		Revenues	Expenditures	Net General Fund subsidy/(surplus)	Cost Recovery Percent	
Pre-School Childcare	2,446	2,950	504	82.9%		2,422	2,906	483	83.4%	
School-Age Childcare	533	761	228	70.0%		377	790	412	47.8%	
Gymnastics	1,257	1,167	(90)	107.8%		961	1,138	177	84.4%	
Contract Classes	715	968	253	73.9%		497	886	388	56.2%	
Seniors	367	623	256	58.9%		99	708	609	14.0%	
Youth Sports	527	536	8	98.5%		305	476	170	64.2%	
Adult Sports	178	352	174	50.5%		191	294	103	65.0%	
Neighborhood Services	109	591	483	18.4%		62	490	428	12.6%	
Aquatics	85	663	578	12.8%		85	575	490	14.7%	
Events & Concerts	59	479	419	12.4%		28	389	361	7.2%	
Community Facilities Services	362	295	(68)	122.9%		262	323	61	81.2%	
Total	6,639	9,385	2,746	70.7%		5,290	8,974	3,684	59.0%	

Revenues. Recreation programs for ages 0-5 years. FY 2018-19			
Location	Gross revenues (user fees)	Instructor payments	Net revenues
ARC	47,147	25,925	21,222
Gymnasium	188,878	109,010	79,867
OHCC	2,774	75	2,699
Total	238,798	135,011	103,788

Revenues. Library overdue fines	
Fiscal year	Revenues
2020-21 Budget	42,000
2019-20 Estimated actuals	42,000
2019-20 Adopted	42,000
2018-19 Actual	40,538
2017-18 Actual	63,846
2016-17 Actual	61,801
2015-16 Actual	59,171
2014-15 Actual	83,732
2013-14 Actual	101,307
2012-13 Actual	101,892

The background of the slide is a wide landscape photograph. It shows a river or stream winding through a lush green valley. The sky is filled with large, white and grey clouds, suggesting a bright but slightly overcast day. The foreground shows some reeds and grasses along the water's edge.

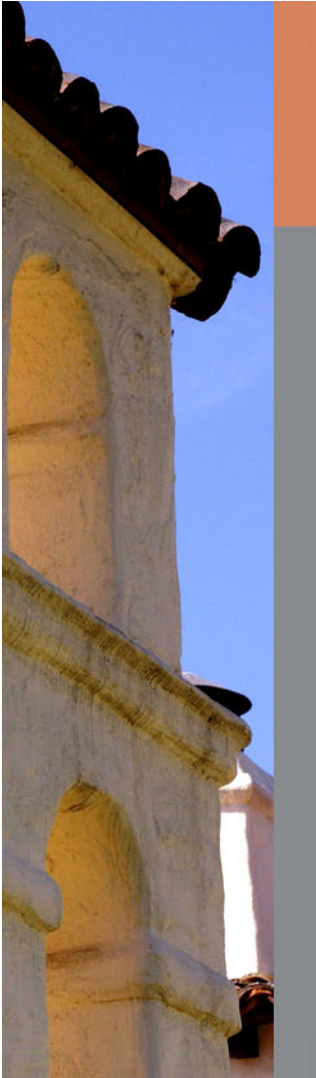
COST RECOVERY POLICY - EQUITY STATEMENT, LIBRARY OVERDUE FINES, RECREATION USER FEES

City Council Meeting – March 9, 2020



RECOMMENDATIONS

- Amend the cost recovery policy to include new equity statement
- Eliminate library overdue fines
- Pilot: Citywide need-based recreation program scholarships
- Pilot: Suspend resident user fees for children ages 0-5 in music, dance, movement, and intro to sports
- Pilot: “Recreation Rx” – health and wellness “prescription” recreation passes for at-risk residents
- Pilot program details would be developed and presented for City Council approval in context of FY 2021-22 budget deliberations



PROPOSED EQUITY STATEMENT

The City of Menlo Park provides services and infrastructure that contribute to quality-of-life for all Menlo Park residents. In so doing, the City strives to balance the resources and requirements of each area of the city in an equitable manner for all residents, in all neighborhoods of the City.

The City of Menlo Park prioritizes social justice in decisions that affect residents' lives: the fair, just and equitable management of all institutions serving the public directly or by contract; the fair, just and equitable distribution of public services and implementation of public policy; and the commitment to promote fairness, justice, and equity in the formation of public policy.



LIBRARY OVERDUE FINES



- Multiple Bay Area library jurisdictions have eliminated library overdue fines
- Studies show that overdue fines disproportionately impact low-income residents and communities of color
- Administrative and staffing costs to track and collect fines exceed the value of the fines collected
- Projected library overdue fines revenue in FY 2020-21: \$42,000
- Master fee schedule update: April 13



NEED-BASED SCHOLARSHIPS



- Current need-based scholarship/ fee assistance programs
 - One-to-One Scholarship: Fee waivers, subsidies – 58 participants
 - Gymnastics: Reduced hourly rate – 15 participants
 - Aquatics: Youth swim lessons – 271 participants

- Pilot: Citywide recreation scholarships for income-qualified residents
 - Would reduce financial barriers to access
 - 75% fee reduction for residents who show proof of other public assistance
 - Nominal participation fee of 25%; can also be waived if desired by City Council
 - Qualified participants receive up to one class or activity per season
 - Maximum annual scholarship value \$250/individual or \$500/family
 - City Council can set different limits if desired



USER FEES – RECREATION PROGRAMS FOR CHILDREN 0-5 YEARS



- Pilot: Suspend resident user fees for recreation programs targeted to children ages 0-5 years
 - Would eliminate barriers to participation based on financial status
 - Similar precedent: Free public library programs – storytime, arts/crafts, language
 - Target population: Menlo Park resident children ages 0-5 years
 - Program focus: Music, dance, movement, intro to sports
 - Current approximate annual revenues: \$238,000 gross (user fees); \$103,000 net (after instructor payments)
 - Would not apply to childcare, summer camps or gymnastics which require higher levels of care and investment and are placed higher in the cost recovery policy.



RECREATION RX – HEALTH & WELLNESS PASSES



- Pilot: “Recreation prescriptions” in the form of passes to city programs focused on health and wellness
 - Would promote and facilitate wellness for residents in at-risk communities
 - Local nonprofit health provider could “prescribe” health and wellness programs to eligible patients
 - Passes would be redeemable for participation in city health and wellness programs.



RECOMMENDATIONS

- Amend the cost recovery policy to include new equity statement
- Eliminate library overdue fines
- Pilot: Citywide need-based recreation program scholarships
- Pilot: Suspend resident user fees for children ages 0-5 in music, dance, movement, and intro to sports
- Pilot: “Recreation Rx” – health and wellness “prescription” recreation passes for at-risk residents
- Pilot program details would be developed and presented for City Council approval in context of FY 2021-22 budget deliberations



STAFF REPORT – CONTINUED FROM 3/9/2021

City Council

Meeting Date: ~~3/9/2021~~ 3/23/2021

Staff Report Number: 21-053-CC

Informational Item: Temporary outdoor dining grant program update

Recommendation

This is an informational item and does not require City Council action. Staff will return March 23 with a consent agenda item recommendation to increase the outdoor dining grant program by up to \$30,000 to support all grant applicants. This report includes revisions to March 9 report as noted by either ~~strikeout~~ (delete) or underline (additions.)

Policy Issues

City Council approval of the temporary outdoor dining grant program requires periodic reporting to ensure transparent use of City funds.

Background

City Council appropriated \$100,000 for a one-time grant program for Menlo Park business to support temporary outdoor dining facilities. City staff have been working to coordinate applications over the past several months.

Analysis

As detailed in Attachment A, 18 Menlo Park businesses completed an initial application and meet eligibility requirements. An additional eight businesses require additional documents to determine their eligibility. In the interest of expediency, the 18 businesses were pre-approved for a reimbursement grant of up to \$5,000. SAMCEDA will conduct a lottery to award the two remaining \$5,000 grants once applications are complete. Three businesses were ineligible for the grant program due to their affiliation with a national brand.

Grants are reimbursement-based and contingent on securing a temporary outdoor use permit for the temporary installation. ~~At the City Council's March 23 meeting, City staff will recommend additional funding of \$30,000 to award grants to the six remaining applicants upon their fulfillment of eligibility criteria.~~

At a City Councilmember's request, City Council continued the March 9 informational item to March 23 due to inaccurate grant eligibility requirements posted to the City's website. Specifically, the grant webpage retained language that staff had originally recommended at the City Council's December 9 meeting to prohibit grants to businesses that had previously received City funds under the parklet program. City Council directed staff at their December 9 meeting to remove the prohibition and, in its place, provide a preference to applicants that had not previously received funds. There was no need to exercise the preference with fewer eligible applicants than grant awards available, 18 versus 20.

As observed by a City Councilmember, City staff has learned that two businesses that received City funds

as part of the parklet program did not apply for the grant based on the program web page's error as mentioned above. By the time the error was discovered, City staff had notified 18 businesses that they are pre-approved. City staff has suspended any additional awards pending City Council direction.

City Council options include:

1. Rescind grant awards to the 18 businesses and hold a lottery for 20 grants with 28 applicants
2. Automatically award grants to the two businesses that believed they were not eligible due to the error on the grant program webpage and reject the eight applicants that did not submit a complete application initially
- 4.3. Increase grant funding for the program to provide 8 additional grants (\$40,000)

Impact on City Resources

All pre-approved applicants require temporary outdoor use permits, which results in a resource demand on community development staff to occur over the next several weeks.

Environmental Review

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

Public Notice

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

Attachments

- A. Temporary outdoor dining grant applicants

Report prepared by:
Nick Pegueros, Assistant City Manager

Pre-approved

Name	Business address
St. Frank Coffee, LLC.	1018 Alma Street, Menlo Park, CA, USA
Celia's Mexican Resturant #14	1850 El Camino Real, Menlo Park, CA, USA
Taqueria Guadalajara	1211 Willow Road, Menlo Park, CA, USA
Stacks Menlo Park	600 Santa Cruz Avenue, Menlo Park, CA, USA
Dosa Point	840 Willow Road, Menlo Park, San Mateo, CA, USA
The Refuge	1143 Crane St, Menlo Park, CA, USA
DEMIRTAS LLC	820 Santa Cruz Avenue, Menlo Park, CA 94025, USA
Left Bank Menlo Park Partners, LP	635 Santa Cruz Avenue, Menlo Park, CA, USA
El Cerrito Restaurant	Sharon Park Dr, Menlo Park, CA 94025, USA
MR GREEN BUBBLE TEA	604 Santa Cruz Avenue, Menlo Park, CA, USA
Amici's East Coast Pizzeria	880 Santa Cruz Avenue, Menlo Park, CA, USA
Sultana Mediterranean inv	1149 El Camino Real, Menlo Park, CA, USA
Farmhouse Kitchen	1165 Merrill Street, Menlo Park, CA, USA
Son & Garden by Farmhouse	1195 Merrill Street, Menlo Park, CA, USA
LB Steak DBA Camper	898 Santa Cruz Avenue, Menlo Park, CA, USA
plur, inc DBA:trellis restaurant	1077 El Camino Real, Menlo Park, CA, USA
CoffeeBar Menlo Park	1149 Chestnut Street, Menlo Park, CA, USA
JM Tea Room LLC	993 El Camino Real, Menlo Park, CA, USA

Additional documents required

Name	Business address
KZ Marketing Group LLC dba Cafe Zoë	1929 Menalto Avenue, Menlo Park, CA, USA
Koma Restaurant	211 El Camino Real, Menlo Park, CA, USA
Ristorante Carpaccio	1120 Crane Street, Menlo Park, CA, USA
Galata Bistro	827 Santa Cruz Avenue, Menlo Park, CA, USA
Eric's Gourmet Food and Catering	325 Sharon Park Drive, Menlo Park, CA, USA
Le Boulanger	720 Santa Cruz Avenue, Menlo Park, CA, USA
MY TASTIES	888 Willow Road, Menlo Park, CA, USA
The Posh Bagel	869 Santa Cruz Avenue, Menlo Park, CA, USA

Denied applications

Name	Business address
Cold Stone Creamery	611 Santa Cruz Avenue, Menlo Park, CA, USA
Mountain Mike's Pizza	1001 El Camino Real, Menlo Park, CA, USA
Chalasanani goods inc (Subway)	885 Hamilton Ave, Menlo Park, CA, USA



STAFF REPORT – CONTINUED FROM 3/9/2021

City Council

Meeting Date: ~~3/9/2021~~ 3/23/2021

Staff Report Number: 21-055-CC

Informational Item: Belle Haven Neighborhood traffic management plan update and next steps

Recommendation

This is an informational item and does not require City Council action. Staff is preparing to conduct a survey of the neighborhood regarding the trial measures currently in place, and is providing the City Council this update in advance of this effort beginning later in March.

Policy Issues

The development of the Belle Haven Neighborhood traffic management plan (Plan) and its implementation fulfill “Mitigation Measure TRA-3.1” of the Mitigation Monitoring and Reporting Program (MMRP) established in the Facebook campus expansion project final environmental impact report (FEIR) approved in 2016. This was identified as a mitigation measure due to the potential for the Facebook Campus Expansion project to exacerbate cut-through traffic in the neighborhood. (The Plan is not a negotiated benefit of the recorded development agreement for the project.) As it is a requirement of the MMRP, this effort is not identified in the City Council work plan or capital improvement program; it is considered part of staff’s baseline work. Based on City Council feedback at the February 23 meeting during adoption of the 2021-22 budget principles, staff is evaluating strategies to better identify this and other mitigation measure requirements in future budget and capital improvement plan documents.

Background

On August 20, 2019, the City Council approved the final revised Plan, adopted Resolution No. 6492 to remove on-street parking for intersection bulbouts, and amended the standard implementation process, as outlined in the City’s Neighborhood traffic management program (NTMP) approved in 2004, to expedite the installation process (Attachment A.) A link to the NTMP is provided as Attachment B.

The Plan includes traffic calming measures for two primary purposes:

- To discourage cut-through and speeding traffic on Chilco Street, Ivy Drive, Newbridge Street, and a portion of Terminal Avenue as a result of peak hour congestion along Bayfront Expressway and Willow Road. The MMRP is responsible for these measures.
- To discourage speeding traffic on the remaining section of Terminal Avenue, Hamilton Avenue, and through the Onetta Harris Community Center. The City is responsible for these measures.

While the City has jurisdiction over a majority of public roadways within the neighborhood, several measures require coordination and approval from other agencies. Table 1 provides a summary of the locations, jurisdictions and proposed treatments. In addition, Menlo Park Fire Protection District has an interest to ensure adequate roadway width and turning radii for the implementation of intersection bulbouts and gateway treatments.

Due to expected lengthy approval timelines from San Francisco Public Utilities Commission (SFPUC) and Caltrans, the City Council approved staff’s recommendation to implement a trial implementation phase only for City jurisdiction measures and utilize its post-trial feedback for decisions related to permanent installation for both City, Caltrans and SFPUC jurisdiction measures.

Table 1: Plan details			
Location	Street segments	Jurisdiction	Measures
Chilco Street	Terminal Avenue to Newbridge Street	City	Speed feedback signs, signing and striping
Newbridge Street	Chilco Street to Willow Road	City	Striping and bulbouts
Terminal Avenue	Del Norte Avenue to Chilco Street	City	Striping and bulbouts
Chilco Street/ Hamilton Avenue/Newbridge Street	@ neighborhood entry points	City	Gateway treatments
Hamilton Avenue	@ Hamilton Park	City	Speed hump
Ivy Dr.	Chilco Street to Willow Road	SFPUC	Speed feedback signs, signing and striping, bulbouts, raised intersections
Willow Road	@ Newbridge Street	Caltrans	Signal operation ¹ and equipment upgrades

Notes:

1. Three operational safety improvements: 1) Reverse the order of the Newbridge Street left turns by assigning the lead (first) phase to northbound left to reduce aggressive drivers interacting with pedestrians. 2) Eliminate the conflict between Newbridge Street southbound left and pedestrian crossing Willow Rd by providing a dedicated left turn. 3) Prohibit Newbridge Street southbound right when Willow Road eastbound left is activated using a “blank out” sign to eliminate conflicts between vehicles on Newbridge Street and those accessing the Willow Road frontage road. Assumed Newbridge Street is a north-south roadway.

After the Plan was approved, staff continued to work with Parisi Transportation Consulting (Parisi) to prepare design plans and started coordination with outside agencies. Parisi was selected by the City and funded by Facebook to provide expertise on the development and design of the Plan. The design process was divided into two parallel tracks to speed implementation of the measures within the City jurisdiction:

- City jurisdiction: final design and implementation of trial measures. Attachment C illustrates corner bulbout locations that were refined and selected for trial implementation by working with the Fire District.
- SFPUC and Caltrans jurisdictions: schematic design for initial review.

In addition to the improvements identified in the Plan, on September 19, 2019, the City Council authorized turn restrictions at five locations to further restrict cut-through traffic while the Plan was in progress. Signs were installed by November 2019 (Attachment D.)

Analysis

Plan progress

The installation of temporary traffic calming measures within City jurisdiction was completed in June 2020. Attachment E shows the photos of the installed speed feedback signs and temporary bulbouts on Chilco Street and Almanor Avenue, respectively.

Additionally, schematic design plans were submitted to SFPUC and Caltrans in October 2020 for initial review. Early response from Caltrans was positive and staff will be submitting a formal application for the next stage of review. Staff anticipates to prepare the formal application later this month.

Staff continues to coordinate with SFPUC on the appropriate next steps for Ivy Drive measures. Preliminary discussions have resulted in a few initial takeaways:

- Speed feedback signs and gateway treatments might not be feasible due to the SFPUC’s requirement for any measures with a foundation to be at least 20 feet away from the edge of their utility line, which would require these measures to be installed partially or completely outside the public right-of-way.
- Potholing might be required for other measures to ensure sufficient vertical clearance from underground utility lines, which will lengthen the overall approval timeline.
- Raised intersections will require additional evaluation compared to intersection bulbouts and are less likely to be supported.
- Crosswalk improvements (painting with high visibility striping and reconfiguring the median island so that it does not protrude into the crosswalks) are also more likely to receive approval.

Attachment F shows examples of a permanent intersection bulbout and gateway treatment.

Table 2 summarizes the Plan progress and remaining tasks.

Phase	Completed tasks	Cost to date	Remaining tasks
Planning	• Developed Plan		Post-implementation community survey and meeting
Design	<ul style="list-style-type: none"> • City: 100% temporary measures • SFPUC: Schematic design of permanent measures • Caltrans: Schematic design of permanent measures 	\$275,000	City/SFPUC/Caltrans: 100% permanent measures
Construction	• City: 100% temporary measures	\$123,850	• City/SFPUC/Caltrans: 100% permanent measures

Next steps

Before COVID-19, staff had intended to conduct a post-trial analyses and a community meeting to evaluate and survey the temporary measures’ effectiveness, which would inform the decision for permanent installation. However, with many companies, schools, and other daily commuters continuing to work from home, roadway congestion has not yet returned to pre-COVID conditions. Therefore, collecting traffic data to compare to the “before” study at this time would not provide a clear picture of the efficacy of the trial measures. Instead, staff will collect new roadway and intersection data at key neighborhood locations to provide an overview of current patterns. Attachment G shows the proposed roadway and intersection count locations.

Additionally, staff had intended to conduct a community meeting to solicit feedback on converting the implemented trial measures to permanent status. Instead, staff will send out a one-time community online and mail survey to solicit feedback. Given this project is significantly larger than a typical corridor-based traffic calming project which typically have smaller project areas, staff is applying a survey approach consistent with the Willows neighborhood turn restriction installation. This approach will differ from the NTMP by utilizing simple majority (i.e., >50 percent) from respondents, to assess support/opposition for

permanent installation. A sample survey, which was prepared for the Willows neighborhood evaluation, is attached as Attachment H. Note questions will be modified to fit this particular project. The survey will be in both English and Spanish.

The following summarizes adjustments made to the post-trial evaluation:

- Collect roadway vehicular volumes, vehicle type, and speed data at Chilco Street, Hamilton Avenue, Ivy Drive and Newbridge Street
- Collect vehicular, pedestrian and bicycle data at key neighborhood intersections:
- Chilco Street at Terminal Avenue, Hamilton Avenue, Ivy Drive, Newbridge Street
- Willow Road at Hamilton Avenue, Ivy Drive, Newbridge Street
- Conduct a one-time community online and mail survey.

Attachment I outlines the revised Plan implementation process.

Staff anticipates the survey will be distributed in late March/early April. Staff then will proceed with analyzing the survey results before taking a recommendation for potential permanent installation to the Complete Streets Commission currently targeted for June 2021 and then to the City Council currently targeted for August 2021 for approval before commencing construction by early 2022.

Impact on City Resources

As a required condition of approval for a development project, staff time on the Belle Haven traffic calming study, development, and implementation of the Plan is considered part of the baseline City service levels. The trial and permanent implementation costs of measures in the Final Plan would be funded by Facebook (Hibiscus Properties, LLC) based on the 2017 neighborhood cut-through traffic survey that identified Chilco Street, Ivy Drive and Newbridge Street to be the main cut-through routes.

Environmental Review

The implementation of the Plan is categorically exempt under Class 1 (Existing Conditions) and Class 4 (Minor Modifications) of the current State of California Environmental Quality Act Guidelines.

Public Notice

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

Attachments

- A. Hyperlink – August 20, 2019 City Council staff report: menlopark.org/DocumentCenter/View/22538/I3---20190820-Belle-Haven-traffic-mgmt-plan?bidId=
- B. Hyperlink – Neighborhood traffic management program: menlopark.org/DocumentCenter/View/300/Neighborhood-Traffic-Management-Program
- C. Revised Belle Haven neighborhood traffic calming plan
- D. Map of implemented turn restriction signs
- E. Photos of speed feedback signs and temporary bulbouts
- F. Photos of permanent intersection bulbout and gateway treatment
- G. Map of count locations
- H. Sample survey

I. Revised implementation process

Report prepared by:
Kevin Chen, Senior Transportation Engineer

Report reviewed by:
Kristian Choy, Acting Transportation Manager

Amended Belle Haven Neighborhood Traffic Calming Plan



- SFPUC ROW
- Caltrans ROW
- City ROW

Legend					
1 Updated School Signage	4 Sharrow	7 Raised Crosswalk	10 New Sidewalk	13 Raised Intersection	
2 Marked Crosswalk	5 Edge Line Stripe	8 Speed Feedback Sign	11 Bulbouts**	14 Gateway Treatment	
3 Yellow Centerline	6 Speed Hump	9 Blank Out Sign*	12 Left Turn Arrow		

*No right turn blank out sign will activate concurrent with Northbound left turn **Will require removal of localized on-street parking spaces (~ 2-4 spaces per location)








Bulbouts eliminated after assessment and coordination

Bulbouts added after assessment and coordination








Existing Traffic Control

-  Speed Hump
-  Median
-  Traffic Signal
-  Traffic Circle
-  Turning Restriction
-  One-Way Road
-  No Thru Traffic Sign

Existing Neighborhood Turn Restriction

-  No Left Turn (3:30pm-7pm Mon-Fri)
-  No Right Turn (3:30pm-7pm Mon-Fri)

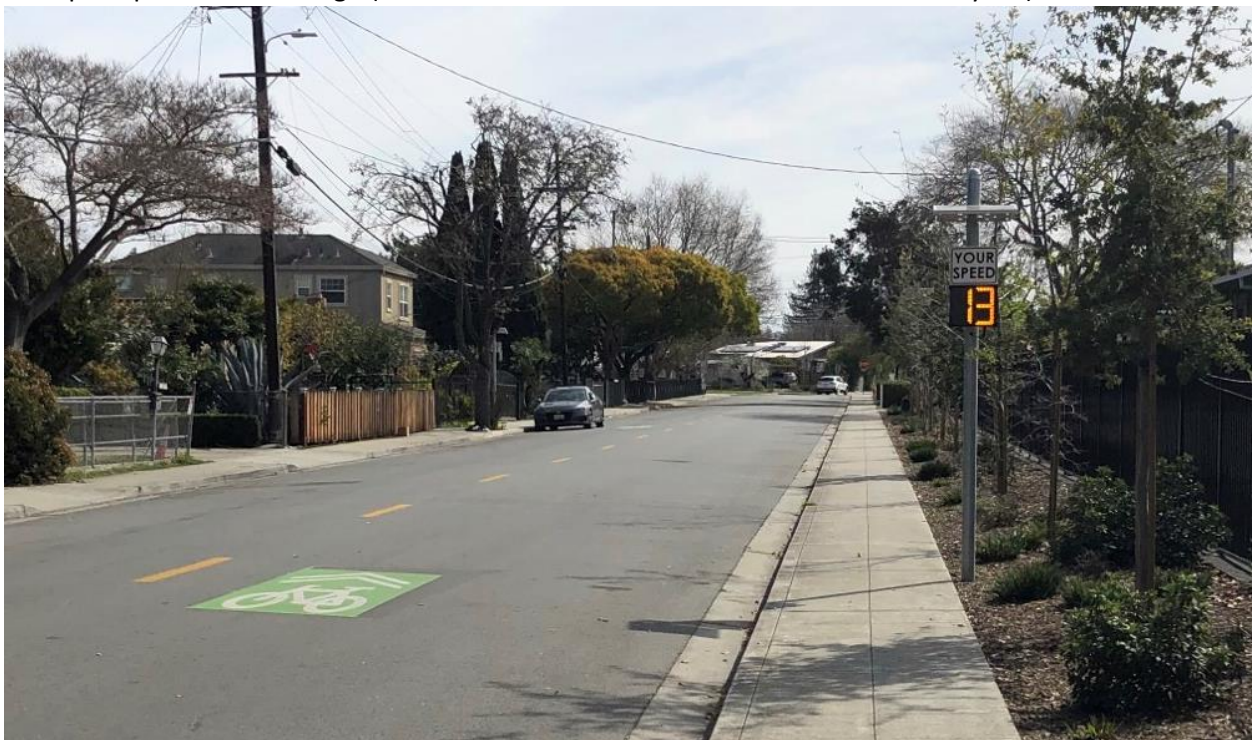
Proposed Traffic Control Phase 2

-  No Right Turn (3:30pm-7pm Mon-Fri)

Example: Temporary intersection bulbout (Location: Almanor Ave. at Terminal Ave.)



Example: Speed feedback sign (Location: Chilco St. between Hamilton Ave. and Ivy Dr.)



Example: Permanent detached intersection bulbout (Location: Encinal Ave. at Garwood Wy.)



Example: Permanent tradition intersection bulbout (Location: Chilco St. at Hamilton Ave.)



Example: Permanent median nose bulbout (Location: Ivy Dr. at Chilco St.)



Example: Gateway treatment (Location: University Dr. at Middle Ave.)







Willows Road Turn Restriction Survey

January 2020

The City of Menlo Park is seeking your input on the turn restrictions that were installed in the Willows neighborhood in 2017! This survey is intended for anyone who uses the streets of Menlo Park's Willows Neighborhood and should take about five minutes of your time. A map of the neighborhood with the locations of the turn restrictions is provided below.



In 2017 Caltrans began construction on a reconfiguration of the U.S. 101 interchange with Willow Road in Menlo Park in addition to other construction projects along the U.S. 101 corridor. The resulting traffic congestion and neighborhood impacts resulted in the implementation of turn restrictions during the afternoon peak hours to discourage cut-through routes through the Willows neighborhood. More specifically, the following turn restrictions were implemented:

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

Construction of the interchange project is now largely complete, and the City is now considering whether to retain or remove these turn restrictions. A recommendation on the permanency of the turn restrictions is expected to be presented to City Council in spring 2020.

This survey will be used in combination with an analysis of traffic data, to inform the decision to retain or remove the turn restrictions. Be assured that the survey is completely anonymous; your answers will not be tied to you in any way.

Thank you for participating!

- 1) Check all that apply:
 - a. I live in the neighborhood
 - b. I work in the neighborhood
 - c. My child goes to school in the neighborhood
 - d. I do not live in the neighborhood, but I patronize businesses, services, or parks there, or visit friends or family there
 - e. Other (please specify)
- 2) Are you aware of the turn restrictions that were installed in December 2017?
 - a. Yes

b. No

3) Did you change your typical driving patterns as a result of the turn restrictions?

a. Yes

b. No

c. I don't know

d. I don't drive

Do you agree or disagree with the following statements? (Questions 4-7)

4) Prior to the installation of the turn restrictions, cut-through traffic in the Willows neighborhood was:

a. A serious problem

b. A moderate problem

c. A minor problem

d. Not a problem

5) I think that the turn restrictions have resulted in _____ impacts in the Willows neighborhood.

a. Very positive

b. Somewhat positive

c. Neutral

d. Somewhat negative

e. Very negative

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

a. Significantly more

b. Slightly more

c. About the same amount of

d. Slightly less

e. Significantly less

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

a. Yes

b. No

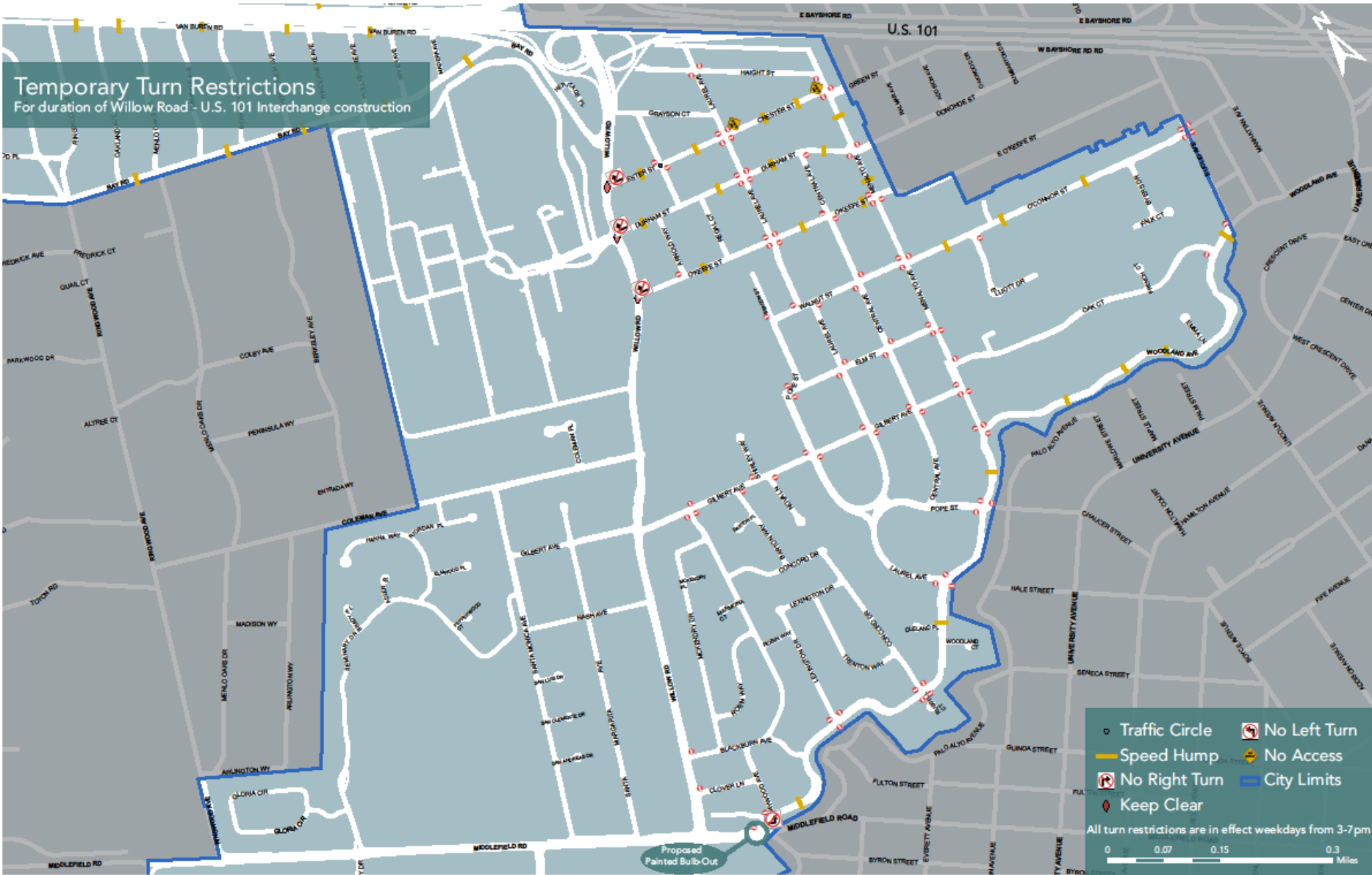
c. Some should stay, some should go (describe using question #8)

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

9) What is your home zip code?

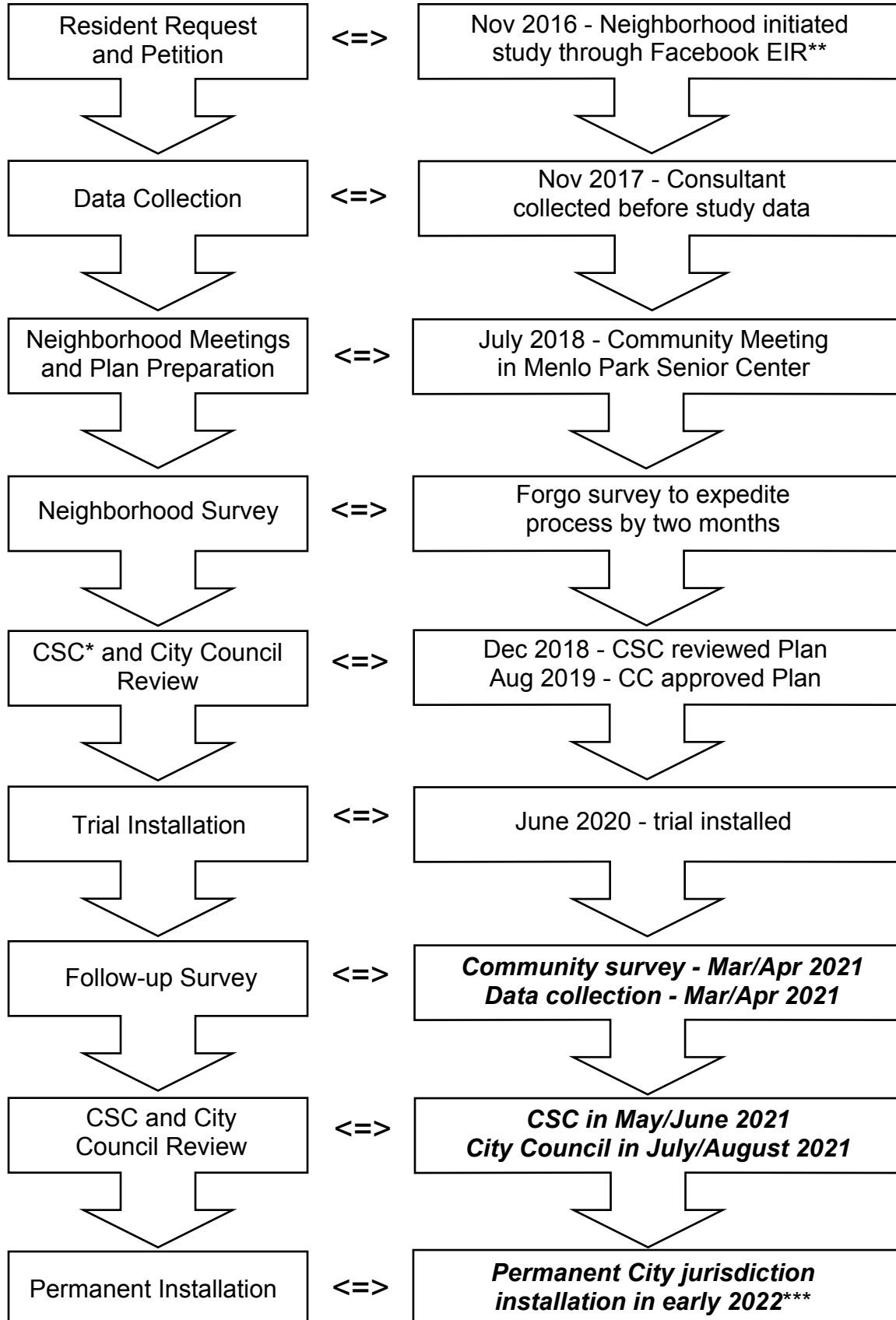
Temporary Turn Restrictions

For duration of Willow Road - U.S. 101 Interchange construction



Standard Neighborhood Traffic Management Program Implementation Process

Adjusted Belle Haven Neighborhood Traffic Calming Plan Implementation Process



* CSC = Complete Streets Commission, ** EIR = Environmental Impact Report
 *** Permanent Caltrans and SFPUC installation schedules depend on third party agencies
Italic text = Adjusted and updated per March 9, 2021 City Council staff report



STAFF REPORT

City Council

Meeting Date: 3/23/2021

Staff Report Number: 21-057-CC

Informational Item: City Council agenda topics: April 2021

Recommendation

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

Policy Issues

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

Analysis

In an effort to provide greater access to the City Council's future agenda items, staff has compiled a listing of anticipated agenda items, Attachment A, through April 27, 2021. The topics are arranged by department to help identify the work group most impacted by the agenda item.

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

Public Notice

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

Attachments

A. City Council agenda topics: April 2021

Report prepared by:
Judi A. Herren, City Clerk

Tentative City Council Agenda

#	Title	Department	Item type	City Council action
1	Labor relations - SEIU, AFSCME, POA, Unrepresented	ASD	Closed Session	Direction to staff
2	Master Fee Schedule update effective July 1, 2021	ASD	Public Hearing	Adopt resolution
3	Quarterly financial operations report	ASD	Consent	Receive and file
4	Quarterly investment report	ASD	Consent	Receive and file
5	ConnectMenlo community amenities	CA	Study Session	Direction to staff
6	ConnectMenlo community amenities subcommittee report	CA	Subcommittee report	Direction to staff
7	Revise community amenities resolution	CA	Regular	Adopt resolution
8	BMR funding recommendations (from 2020 NOFA proposals)	CDD	Regular	Approve
9	2021 priorities and work plan quarterly report as of March 31	CMO	Consent	Receive and file
10	Advisory body appointments	CMO	Commission Report	Approve
11	Advisory body attendance	CMO	Consent	No action
12	Amendments to Recology Franchise Agreement Regarding Bulky Item Pick-Up	CMO	Consent	Adopt resolution
13	Approve EQC two year work plan	CMO	Regular	Approve
14	Midpeninsula Regional Open Space District-activities update	CMO	Presentation	No action
15	Rate assistance update	CMO	Informational	No action
16	Rebuilding LCS - Post-Covid Service Adaptation Plan	LCS	Regular	Direction to staff
17	Middle Avenue (800 ECR) Purchase and sale agreement	PW	Regular	Approve
18	Provide direction on paving program and use of rubberized asphalt	PW	Study Session	Direction to staff
19	Ravenswood/Laurel signal improvements	PW	Consent	Contract award or amend
20	Signing/stripping on-call program	PW	Consent	Contract award or amend
21	Transportation Management Association (TMA) update	PW	Informational	No action
22	Urban Water Management Plan (UWMP)	PW	Study Session	Direction to staff



STAFF REPORT

City Council

Meeting Date:

3/23/2021

Staff Report Number:

21-059-CC

Informational Item:

Request for proposals for installation of a renewable power microgrid at the Menlo Park Community Campus

Recommendation

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

Policy Issues

The City adopted a 2030 climate action plan (CAP) with the bold goal to reach carbon neutrality by 2030. CAP goal No. 5 directs the City to eliminate fossil fuel use in city operations. Per California Government Code Section 4217.12 and related sections, public entities have the statutory authority to seek and deliver energy-related projects using a selection process defined by the individual public entity.

Background

Facebook is collaborating with the community and City to build a new multigenerational community center and library on the site of the current Onetta Harris Community Center, Menlo Park Senior Center, Belle Haven Youth Center, and Belle Haven Pool located at 100-110 Terminal Avenue. The project is referred to as the Menlo Park Community Campus (MPCC.)

One of the significant goals of this project is to showcase environmental sustainability leadership. As a result, the project aims to achieve LEED Platinum, install electric vehicle charging infrastructure, and eliminate all fossil fuel use through electrification (no natural gas usage on-site.)

The site will also serve as a Red Cross emergency center that requires back-up power, providing a great opportunity to reduce or eliminate the need for diesel-powered generators that contribute to greenhouse gas (GHG) emissions and climate change through installation of a renewable power microgrid system.

A feasibility study was completed, and resulted in the City Council approving installation of a renewable microgrid for the project. The City is contracting with Optony, Inc. to develop a request for proposals (RFP) that would provide the City with various purchase options to install a renewable microgrid. A common approach to this type of purchase is through a power purchase agreement (PPA.) This requires no upfront capital cost for purchase and installation of the system, and the City would pay a financing entity for the amount of energy generated by system typically over a 20-25 year period with options to buy at various points over the agreement's life.

There are benefits to a PPA buying approach. The city can better budget energy costs as they will be known over the 20-25 year period, and PPAs can only be entered into if there is utility savings to the buyer (the City.) In addition, the seller provides operation and maintenance of the system.

Rooftop and carport solar panels, the microgrid battery system, and additional electric vehicle (EV) charging stations (above reach code requirements) can all be incorporated into such an agreement.

The City entered into a similar type agreement for the existing solar installations at the roof of the Onetta Harris Community Center and various buildings at the Civic Center Campus. Approval of the PPA or direct purchase of a renewable microgrid will require a separate City Council action, and is anticipated to be brought to City Council for final award in July 2021.

Analysis

The primary purpose of the request for proposals (RFP) is to identify qualified providers/developers of solar installations, battery energy storage systems, microgrid energy management systems (MEMS), and electric vehicle charging stations to support the City in developing a resilient and cost-effective renewable energy project and islandable (off-grid for emergency operations) MEMS at the MPCC.

To provide best value for the City, various financing options will be sought in the proposals so that the City can select from appropriate choices including, but not limited to, direct purchase, PPA and other cost-effective options recommended by the bidders.

The project is intended to support six primary goals:

1. Ensure the availability of resilient power and support Red Cross operations during emergencies
2. Provide solar generation sufficient to achieve net-zero energy consumption at the site and reach LEED platinum certification
3. Reduce the City's lifetime levelized costs of energy (LCOE) related to the Community Campus
4. Reduce the City's environmental impacts, including greenhouse gas emissions
5. Provide EV charging capabilities for 27 electric vehicles at the Community Campus parking lot (12 Level two chargers, three DC fast chargers)
6. Increase local Menlo Park community experience and knowledge of distributed energy resources (DERs), microgrids and advanced energy solutions

The RFP will also include a bid for solar thermal system, commonly known as solar water heating (SWH), to heat the pool.

Per California Government Code Section 4217.12 and related sections, public entities have the statutory authority to seek and deliver energy-related projects using a selection process defined by the individual public entity. This means that the City can evaluate bids based on best value rather than lowest cost. This is important when considering the potential long term energy agreement with a vendor(s) and ensuring confidence that the vendor(s) will be able to deliver and manage the renewable microgrid over a 20-25 period if the City selects a PPA. It also allows flexibility in negotiating with vendors in the interview process to ensure the City receives the best value and most qualified vendor.

As a result, the RFP evaluation will be solely for the purpose of determining which vendors are deemed responsible, qualified, and able to offer the best value to the City in terms of high quality and low total lifetime costs. Evaluation of the responses will be based on a competitive selection process, in which the evaluation of proposals will not be limited to price alone. The City will evaluate the vendor's proposals based on, but not limited to, the following:

- Proposer qualifications and experience
- Technical proposal
- Project costs
- Implementation plan and schedule
- Contract terms and conditions
- Additional weight for ability to offer PV thermal

The City will develop preliminary scores, which will then be augmented for a short-list of most qualified vendors. The vendor with the highest consensus score will be invited to enter into contract negotiations with the City. Under requirements of Government Code Section 4217.12, contract award will require to be conducted at a public hearing that staff estimate to bring to the City Council in July 2021.

Impact on City Resources

There are no additional budget appropriations or requests at this time. However, the negotiations and interviews of potential vendors will require significant staff coordination and involvement and will affect staff capacity in day-to-day operations as well as other priorities in both the sustainability division and public works in order to maintain the project schedule.

Environmental Review

On January 12, the City Council found this project is categorically exempt pursuant to the California Environmental Quality Act (CEQA) Guidelines Section 15302 Replacement of Existing Facilities. On January 21, staff filed a notice of exemption with the San Mateo County clerk.

Public Notice

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

Attachments

None.

Report prepared by:
Rebecca Lucky, Sustainability Manager

Reviewed by:
Chris Lamm, Assistant Public Works Director
Justin Murphy, Deputy City Manager



STAFF REPORT

City Council

Meeting Date:

3/23/2021

Staff Report Number:

21-063-CC

Informational Item:

Recap of City Council direction on projects under consideration for 2021 priorities and work plan

Recommendation

As an informational item City Council is not taking action and City staff does not have a recommendation.

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 held their 2021 goal setting workshop at a January 30 special meeting from 10 a.m. to 3:15 p.m. City Council received 58 written comments and 29 verbal public comment resulting in approximately 44 recommended priorities for 2021. In their discussion, City Council identified an additional 27 recommended projects or priority areas. City staff transmitted a summary of the workshop at the City Council's February 9 meeting.

City Council continued their work at their February 23 and March 9 meetings, where additional public comment was received, including several comments previously shared at earlier meetings and in writing. The City Council narrowed the list for consideration and provided further direction to combine certain projects. This informational item offers the City Council, and members of the public a preview of projects under consideration for its 2021 priorities and work plan. City Council action is tentatively scheduled in April.

Analysis

Attachment A consolidates staff's best understanding of City Council direction at their March 9 meeting. City staff grouped the projects identified by City Council in general buckets for ease of consideration. "City Council" projects are those projects requiring City Council policy direction. "Climate change" encompasses both climate change mitigation and adaptation projects. "Land use" and "Public facilities and services" include projects in those respective buckets.

Attachment B links to the staff report presented at City Council's March 9 meeting.

Next steps

1. March 24 to April 5 – City staff prepares an action item for City Council to prioritize projects ultimately resulting in the 2021 priorities and work plan. City Councilmembers may provide their comments and recommended modifications to Attachment A directly to staff by April 1 for inclusion in the April 13 staff report.

2. April 13 – City Council identifies top priorities and takes action to adopt 2021 priorities and work plan. In addition, a study session is planned on the paving program to discuss considerations for rubberized pavement options to inform capital improvement plan.
3. May 7 – City Manager’s proposed fiscal year 2021-22 operating budget released. City staff will incorporate a contingency budget for City Council adopted 2021 priorities and work plan to ensure available funds in fiscal year 2021-22.
4. May 10 – City Council study session on parks projects and potential use of Measure T bonds to inform capital improvement plan.
5. June 8 – Public hearing on city manager’s proposed fiscal year 2021-22 operating budget.
6. June 22 – Regular business item to adopt the fiscal year 2021-22 operating budget.

Impact on City Resources

The impact on City resources will be assessed once City Council establishes priorities.

Environmental Review

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

Public Notice

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

Attachments

- A. Recap of projects under consideration for 2021 priorities and work plan
- B. Hyperlink – 2021 City Council priorities and work plan adoption (Staff Report #21-046-CC):
menlopark.org/DocumentCenter/View/27555/G3-20210309-CC-CC-goals-and-priorities

Report prepared by:
Nick Pegueros, Assistant City Manager

City of Menlo Park

Recap of project under consideration for 2021 priorities and work plan
as of March 18

City Council

Redistricting

Racial equity - NLC's REAL program and baseline project

Public safety commission

Emergency preparedness

City Council advisory body policies

Climate change

CAP #1-Explore policy/program options to convert 95% of existing buildings to all-electric by 2030

CAP #2-Set citywide goal for increasing EVs and decreasing gasoline sales

CAP #3-Expand access to electric vehicle charging for multifamily and commercial properties

CAP #4-Reduce vehicle miles traveled (VMT) by 25% or an amount recommended by the Complete Str

CAP #4a-Transportation management association (TMA) formation

CAP #4b-Middle Avenue rail crossing and complete street

CAP #5-Eliminate the use of fossil fuels from municipal operations

CAP #6-Develop a climate adaptation plan to protect the community from sea level rise and flooding

CAP #6a-Menlo Park SAFER Bay implementation

Land use

2022 housing element and related zoning code updates and documents

ECR/Downtown Specific Plan area housing development initiatives

Accessory dwelling unit ordinance update

Development & environmental review process education series

ConnectMenlo community amenities list update

Public services

Menlo Park Community Campus building

Reimagining downtown

Public health advocacy (COVID-19, mental health)

Menlo Park Community Campus programming

Caltrain grade separation

Caltrain rail corridor quiet zone analysis

Gas leaf blower enforcement

Willow Road traffic calming

ceets Commission



MEMORANDUM

Date: 3/18/2021
To: Starla Jerome-Robinson, City Manager
From: Dan Jacobson, Assistant Administrative Services Director
Re: American Rescue Plan Act of 2021

The American Rescue Plan Act (ARPA) of 2021 was passed by both houses of the US Congress and signed into law by President Biden on March 11, 2021. The bill, intended to mitigate many of the worst effects of the COVID-19 pandemic, includes \$1.9 trillion in stimulus measures and ranges from targeting individual families, health care, affected sectors, and government action.

A number of the measures included in the ARPA apply to municipalities such as the City of Menlo Park, either because of direct aid or resources identified to support capital improvements or operations.

Direct aid

The City of Menlo Park expects to receive approximately \$6.53 million in aid as a result of the ARPA. This funding, with an expected range of potential uses, may be expended over the course of several years and fully expended by 2024. This amount represents approximately 10 percent of the City's fiscal year 2020-21 amended General Fund budget and is therefore substantial. However, it is important to note that the aid is one-time money rather than a structural, ongoing resource.

Other jurisdictions

The ARPA provides support for a number of state and local agencies. The County of San Mateo prepared an initial analysis which estimated the amount of aid a number of agencies would receive, transmitted below.

Counties

- San Francisco County: \$170.97 million
- San Mateo County: \$148.67 million

Cities

- Belmont: \$5.07 million
- Brisbane: \$0.88 million
- Burlingame: \$5.81 million
- Colma: \$0.28 million
- Daly City: \$26.79 million
- East Palo Alto: \$5.52 million
- Foster City: \$6.38 million
- Half Moon Bay: \$2.43 million
- Hillsborough: \$2.14 million
- Menlo Park: \$6.53 million
- Millbrae: \$4.22 million
- Pacifica: \$7.26 million

- Redwood City: \$18.99 million
- San Bruno: \$8.06 million
- San Carlos: \$5.68 million
- San Francisco: \$464.98 million
- San Mateo: \$18.64 million
- South San Francisco: \$12.30 million

School District Funding

The below estimates will be provided in grants to Local Education Agencies under the American Rescue Plan's Elementary and Secondary School Emergency Relief (ESSER) Fund. The grants to LEAs are in proportion to each LEA's share of Title I-A grants made during FY2020.

- Pacifica School District - \$713,000
- San Mateo-Foster City Elementary School District - \$6,594,000
- San Carlos Elementary School District - \$345,000
- Jefferson Union High School District - \$3,476,000
- San Mateo Union High School District - \$2,609,000
- Hillsborough City Elementary School District - \$268,000
- Redwood City Elementary School District - \$10,370,000
- South San Francisco Unified School District - \$6,403,000
- Belmont-Redwood Shores Elementary School District - \$575,000
- San Bruno Park Elementary School District - \$2,219,000
- Burlingame Elementary School District - \$785,000
- Mill Valley Elementary School District - \$769,000
- Millbrae Elementary School District - \$1,257,000
- Ravenswood City Elementary School District - \$6,766,000
- Cabrillo Unified School District - \$871,000
- Brisbane Elementary School District - \$158,000
- Jefferson Elementary School District - \$5,821,000

Community Project Funding

Representative Anna Eshoo provided a letter which describes Community Project Funding (CPF). Under CPF, members of Congress may request to advance projects by non-profit and governmental organizations which impact their constituents. In addition, CPF requests which have substantive community support, including letters from elected officials, government resolutions, and other indicators. The City Council may consider whether to advocate for any CPF projects through these or other avenues, but all requests must be received by 5 p.m. on March 31, 2021. The letter describing the process and the various project areas under consideration are attached for reference.

Other commentary

The relative newness of the ARPA as a piece of complete legislation limits wide availability of thorough, objective reporting on the potential impacts and likely alternatives for local government recipients. The California League of Cities, an association which provides resources for local governments, provided an educational webinar which outlined some of the impetus for the bill as well as many of the measures included in the bill. The webinar is substantially more expansive than the

provisions primarily affecting local government jurisdictions, but does provide a wide base of knowledge around the bill.



Congress of the United States
House of Representatives
Washington, D.C. 20515

Anna G. Eshoo
Eighteenth District
California

March 15, 2021

The Honorable Drew Combs, Mayor
City of Menlo Park
701 Laurel Street
Menlo Park, California 94025

Dear ~~Mayor~~ ^{Drew} Combs,

As part of this year's appropriations process, Congress will allow Members to request Community Project Funding (CPF) to directly fund only nonprofit and public sector projects in their Congressional Districts. I invite you to share with me projects you believe are top priorities.

CPF allow Members of Congress to advocate for projects that impact their constituents. Members can submit CPF requests for nonprofit and government projects (for-profit projects are not allowed). The Appropriations Committee will only consider requests for certain funding accounts, and each Appropriations Subcommittee requires specific information. I've enclosed a list of eligible accounts and required information for your reference. Also for your reference, the Committee has informed me that they will prioritize CPF requests with substantive community support in the form of letters from local elected officials, local press articles or editorials, local government resolutions, or other indications of local support.

If you have a project that I should consider submitting to the Committee, let me hear from you. You can submit information about the project to my office using the form located at the following: <https://forms.gle/AYm9r4JqiQZQMeXKg>.

I ask that you submit requests to my office as soon as possible and not later than March 31st at 5:00 p.m. PST so we can thoroughly review the information you share. While I'm only permitted to submit a certain number of requests, I will seriously consider your recommendation. If you have any questions about this process, you can call my Washington, D.C. office at 202-225-8104.

Most gratefully,

Anna G. Eshoo
Member of Congress

Enclosure

cc: The Honorable Members of the Menlo Park City Council
Ms. Starla Jerome-Robinson, City Manager

CPF Information by Subcommittee

Subcommittee on Agriculture, Rural Development, Food and Drug Administration and Related Agencies

Further guidance:

<https://appropriations.house.gov/sites/democrats.appropriations.house.gov/files/Ag%20Request%20Guidance.pdf>

- Agricultural Research Service, Buildings and Facilities
- Rural Development, Rural Community Facility Grants
- Rural Utilities Service, ReConnect Grants

Subcommittee on Commerce, Justice, Science, and Related Agencies

Further guidance:

<https://appropriations.house.gov/sites/democrats.appropriations.house.gov/files/CJS%20Request%20Guidance.pdf>

- Byrne Justice Assistance Grants
- COPS Technology and Equipment
- National Oceanic and Atmospheric Administration--Operations, Research, and Facilities
- National Aeronautics and Space Administration--Safety, Security and Mission Services

Subcommittee on Labor, Health and Human Services, Education, and Related Agencies

Further guidance:

<https://appropriations.house.gov/sites/democrats.appropriations.house.gov/files/LHHS%20Request%20Guidance.pdf>

- Department of Labor
 - Employment and Training Administration—Training and Employment Services
- Department of Health and Human Services
 - Health Resources and Services Administration—Program Management
 - Substance Abuse and Mental Health Services Administration—Health Surveillance and Program Support
- Department of Education
 - Innovation and Improvement
 - Higher Education

Subcommittee on Energy and Water Development and Related Agencies

Further guidance:

<https://appropriations.house.gov/sites/democrats.appropriations.house.gov/files/EW%20Request%20Guidance.pdf>

- Corps of Engineers:

- Investigations
- Construction
- Mississippi River and Tributaries
- Operation and Maintenance
- Bureau of Reclamation:
 - Water and Related Resources

Subcommittee on Homeland Security

Further guidance:

<https://appropriations.house.gov/sites/democrats.appropriations.house.gov/files/Homeland%20Request%20Guidance.pdf>

- Pre-Disaster Mitigation Grants
- Nonprofit Security Grants
- Emergency Operations Center Grants

Subcommittee on Defense

Further guidance:

<https://appropriations.house.gov/sites/democrats.appropriations.house.gov/files/Defense%20Dear%20Colleague.pdf>

- Research, Development, Test, and Evaluation Army
- Research, Development, Test, and Evaluation Navy
- Research, Development, Test, and Evaluation Air Force
- Research, Development, Test, and Evaluation Space Force
- Research, Development, Test, and Evaluation Defense-Wide

Subcommittee on Military Construction, Veterans Affairs, and Related Agencies Appropriations

Further guidance:

<https://appropriations.house.gov/sites/democrats.appropriations.house.gov/files/MilConVA%20Request%20Guidance.pdf>

- Military Construction accounts under the Department of Defense
 - Army
 - Navy and Marine Corps
 - Air Force
 - Defense-Wide
 - Army National Guard
 - Air National Guard
 - Army Reserve
 - Navy Reserve
 - Air Force Reserve

Subcommittee on Transportation, and Housing and Urban Development, and Related Agencies

Further guidance:

<https://appropriations.house.gov/sites/democrats.appropriations.house.gov/files/THUD%20Guidance%20and%20Requirements.pdf>

- Department of Transportation –
 - Local Transportation Priorities: Highway and transit capital projects eligible under title 23 and title 49 of the United States Code. Eligible projects are described under Section 133(b) of title 23, United States Code. Tribal and territorial capital projects authorized under Chapter 2 of title 23, United States Code, are also eligible.
 - Airport Improvement Program (AIP): Projects for enhancing airport safety, capacity, and security, and mitigating environmental concerns in accordance with sections 47101 to 47175 of title 49, United States Code, and FAA policy and guidance.
- Department of Housing and Urban Development
 - Economic Development Initiative (EDI): Site acquisition, demolition or rehabilitation of housing or facilities, construction and capital improvements of public facilities (including water and sewer facilities), and public services are eligible. Funding is not limited to these identified eligible activities.

Subcommittee on Interior, Environment, and Related Agencies

Further guidance:

<https://appropriations.house.gov/sites/democrats.appropriations.house.gov/files/FY22%20Interior%20Community%20Project%20Request%20Guide.pdf>

- Department of Interior
 - Land Acquisition Through the Land and Water Conservation Fund
- Environmental Protection Agency
 - State and Tribal Assistance Grants
- U.S. Forest Service
 - State and Private Forestry

Subcommittee on Financial Services and General Government

Further guidance:

<https://appropriations.house.gov/sites/democrats.appropriations.house.gov/files/FSGG%20Community%20Project%20Funding%20Questions.pdf>

- Small Business Administration
- Small Business Initiatives.

Subcommittees not accepting CPF requests

- Legislative Branch
- State, Foreign Operations, and Related Programs

The American Rescue Plan Act

League of California Cities - March 16, 2021

Irma Esparza Diggs and Mike Wallace
National League of Cities

NLC NATIONAL
LEAGUE
OF CITIES
CITIES STRONG TOGETHER

\$65.1 Billion in Relief for Cities, Towns and Villages

- Historic. This is the first time in history the government will provide funding to all 19,000 cities, towns and villages
- The CARES Act, Coronavirus Relief Fund went to cities with a population of greater than 500,000
- Tell Your “Respond, Rebuild, Recover” Story
- Focus on Economic Recovery, Stabilizing Government, and Uplifting Our Communities

COVID-19 Impact on California

- Since the pandemic began, more than 3.5 million people have been infected with COVID-19 and more than 54,000 people have died.
- The unemployment rate is 9.3%, up from 4.3% before the pandemic. **Municipal Jobs Lost**
- Since February 2020, more than 1.6 million fewer people are employed.
- 3.2 million adults – 13% of people in the state – report not having enough food to eat. This includes 1.8 million adults living with children, or 17% of all adults living with children, who report that the children in their household do not have enough to eat.
- An estimated 1.9 million renters of 16% of renters are not caught up on rent.
- An estimated 11.4 million adults or 41% of all adults statewide report having difficulty covering normal household expenses
- **ARP State and Local Relief Funds: \$27 billion** in state fiscal relief; **\$18.5 billion** in local fiscal relief; More than **\$15 billion** in relief for K-12 schools
- Economic impact payments of up to \$1,400 per person (above the \$600 per person provided in December) for more than 22 million adults and 9 million children. This is 80% of all adults in the state and 81% of all children in the state.
- Additional relief of up to \$1,600 per child through the Child Tax Credit to the families of 7.8 million children, lifting 553,000 children out of poverty
- Additional relief of up to nearly \$1,000 through the Earned Income Tax to 1.8 million childless workers, including many in frontline jobs

State and Local Emergency Relief Funds

The \$350 billion in funding in the bill is broken down as follows:

- States: Providing \$195.3 billion for the state government
 - Localities: Providing \$130.2 billion for local governments both counties and municipalities
 - Tribal Governments: Providing \$20 billion to federally recognized tribal governments
-
- \$10 Billion Capital Project Fund: “to carry out critical capital projects directly enabling work, education, and health monitoring, including remote options, in response to the public health emergency.” Will go to states, tribes and territories

Use of Funds

- Respond to the COVID-19 emergency and address its economic effects, including through aid to households, small businesses, nonprofits, and industries such as tourism and hospitality.
 - Provide premium pay to essential employees or grants to their employers. Premium pay couldn't exceed \$13 per hour or \$25,000 per worker.
 - Provide government services affected by a revenue reduction resulting from COVID-19.
 - Make investments in water, sewer or broadband infrastructure.
- State cannot use the funds towards pensions or to offset revenue resulting from a tax cut enacted since March 3, 2021. Local governments cannot use the funds towards pensions.
 - State and local governments could transfer funds to private nonprofit groups, public benefit corporations involved in passenger or cargo transportation, and special-purpose units of state or local governments.

Allowable Uses As Drafted in Legislation

- (A) to respond to the public health emergency with respect to the Coronavirus Disease 2019 (COVID–19) or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;
- (B) to respond to workers performing essential work during the COVID–19 public health emergency by providing premium pay to eligible workers of the metropolitan city, nonentitlement unit of local government, or county that are performing such essential work, or by providing grants to eligible employers that have eligible workers who perform essential work;
 - This allows a municipality to provide up to \$13 per hour above regular wages.
- (C) for the provision of government services to the extent of the reduction in revenue of such metropolitan city, nonentitlement unit of local government, or county due to the COVID–19 public health emergency relative to revenues collected in the most recent full fiscal year of the metropolitan city, nonentitlement unit of local government, or county prior to the emergency; or
 - Key here: **prior to the emergency**. The base year against which you will measure lost revenue happens not the most recent full fiscal year but the most recent full fiscal year prior to the emergency.
- (D) to make necessary investments in water, sewer, or broadband infrastructure.

Process

- Upon Certification (Must Actively Seek): Disbursement comes in Two Tranches (12 months apart)
- Use funds through December 31, 2024
- Funds distributed by Treasury within 60 days to Metropolitan Cities – generally 50,000 in population and above (CDBG Entitlement as defined by HUD)
- All others will receive theirs through the State
 - Non-entitlement cities (As defined by CDBG – generally 50,000 population and below)
 - Distribution based upon population
 - State has 30 days to distribute, can request waiver but penalty otherwise
 - Non-entitlement cities may not receive more than 75 percent of the city’s most recent budget
- Counties will receive their allocation per capita
- In the final version, ALL recipients of money will have to provide periodic reports to Treasury.
 - Recipients of “payment made under this section shall provide to the Secretary periodic reports providing a detailed accounting of the uses of such funds by such metropolitan city, nonentitlement unit of local government, or county and including such other information as the Secretary may require for the administration of this section.”

State Aid

- Treasury could withhold up to half of State’s allocation based on unemployment rate, and require updated certification of need
- Base of \$500 million; Rest based on unemployment rate over 3-month period (Oct-Dec 20)

ARP Funding for Your Residents and Your Local Businesses

- Direct Payments - \$1,400 per person, reduced eligibility (\$80,000) – already being distributed
 - Local governments may want to ramp up Buy Local campaigns, send reminders about utility or tax payments
- Tax Credits - Increase to and extension of Earned Income, Dependent Care, and Child Tax Credit
- Tax Credits - Employee Retention Credit and Paid Leave Credit
- Tax Credits - Makes states and local governments eligible for FFCRA paid leave reimbursable tax credit, beginning March 31, 2021
- Extension to additional Unemployment benefits, federal component – applies at State level (unless an employer provides unemployment benefits on a reimbursement basis, with 75% subsidy for that)
- Limited PPP funding increase (March 31 closes) – includes nonprofit eligibility; EIDL increase
- Restaurant Revitalization Fund – grants equal to pandemic-related revenue loss
- Funding for shuttered venue operators
- Extends SNAP and WIC increases

Health and Human Services

- Health - Supplemental vaccination and testing grants for state and local distribution
- Health - Funding available to state and local government public health departments to support workforce
- Health - Funding available for community health centers
- Health - Block grants under the Substance Abuse and Mental Health Services Administration
- Human Services - Child Care and Development Block Grant – these go to the State then to providers
- Human Services - Child Care Stabilization grants; Child Care Entitlement to States
- Human Services - Emergency Funding to states for low-income families with children
- Human Services - Mental Health Services Block grant, Substance Abuse Block grants, grants to Community Behavioral Health Clinics, funds for Head Start, home visiting programs, child abuse prevention and treatment grants, family violence grants
- Human Services - Older American Act funding, including nutrition programs
- Human Services - HHS – LIHEAP for energy assistance, plus water/sewer assistance
- Medicaid and Medicare provisions that will apply at the state level, ACA provisions
- 100% COBRA subsidy

FEMA, Transportation and Education

- Maintain 100% FEMA reimbursement to states and local governments (Apply!)
- FEMA firefighter, SAFER, and emergency management performance grants (Suggest joint grant)
- Food supply chain – USDA purchases of food and seafood, seafood processors
- Operating assistance formula grants to states to support rural transit programs/agencies
- Airport funding – costs related to operations and COVID response; non-primary airports aid
- Education (ESSERF)– school districts ventilation systems, support staff, reduced class sizes, PPE, learning loss remediation - -
Must have plan to return to in-person operations
- Education – funds to IDEA, non-public schools through governor; School and library internet funding through FCC E-rate program
- Education - States must maintain spending on both K-12 and higher education in FY 2022 and FY 2023 at least at the proportional levels relative to a state's overall spending, averaged over FY 2018, FY 2019 and FY 2020.
 - States cannot cut per-pupil spending for high-need districts more than other districts; cannot fund highest-poverty districts below FY19 funding

Utility, Consumer, and Housing

- University funding for lost revenue; restrictions on use, including to use for financial aid
- Emergency rent relief and utility assistance; extra for rural housing
- Emergency housing vouchers to address homelessness
- Homeowner Assistance Fund – mortgage payments, property taxes, utilities, insurance
- Housing – not more than 15% of funds can be used for admin by states and local governments
- Low-Income Household Drinking Water and Wastewater Emergency Assistance Program created under the FY 2021 Omnibus to assist with payments for drinking water and wastewater expenses
- VA construction funds to upgrade homes; support for state-operated facilities
- Emergency assistance through TANF
- EDA Economic adjustment assistance competitive grants for planning and projects
 - 25% reserved for states and communities to address losses in the travel, tourism or outdoor recreation sectors
- Corporation for Public Broadcasting – stabilization grants to small and rural stations

California's Allocations

- [State and Local Fiscal Relief](#)
State Government: \$26.065 billion; Metro Cities: \$7.046 billion; Non-Entitlement: \$1.310 billion; Counties: \$7.663 Billion; State/Capital Projects: \$550 Million; Total \$42.634 Billion
- [Additional Round of Direct Payments](#): California Households: 17,030,537; Total Amount of Payments: \$45,245,424
- [Education Relief Funding](#): California State Share (SEA) \$15,068,885; Estimated Min to LEA \$13,561,996; \$2,712,399
- [Emergency Rental Assistance](#): \$2.066 billion for California
- [LIHEAP](#) \$255.821 Million for FY2020; \$199.904 Million for FY2021
- [Rural Transit](#): \$27,104,027 for Formula Grants for Rural Areas
- [FEMA Disaster Relief Fund Estimates](#)
- [Child Care and CCDBG](#)
- [Head Start](#): \$105.140 million for California (no including previous funding)
- [Transit Relief for Urbanized Areas](#) for Metropolitan Cities
- [Paratransit](#) for Populations of 200,000 or More
- [Enhanced and Expanded ACA subsidies, Additional Resources](#)
- Incentives for Non-Expansion States to Expand Medicaid

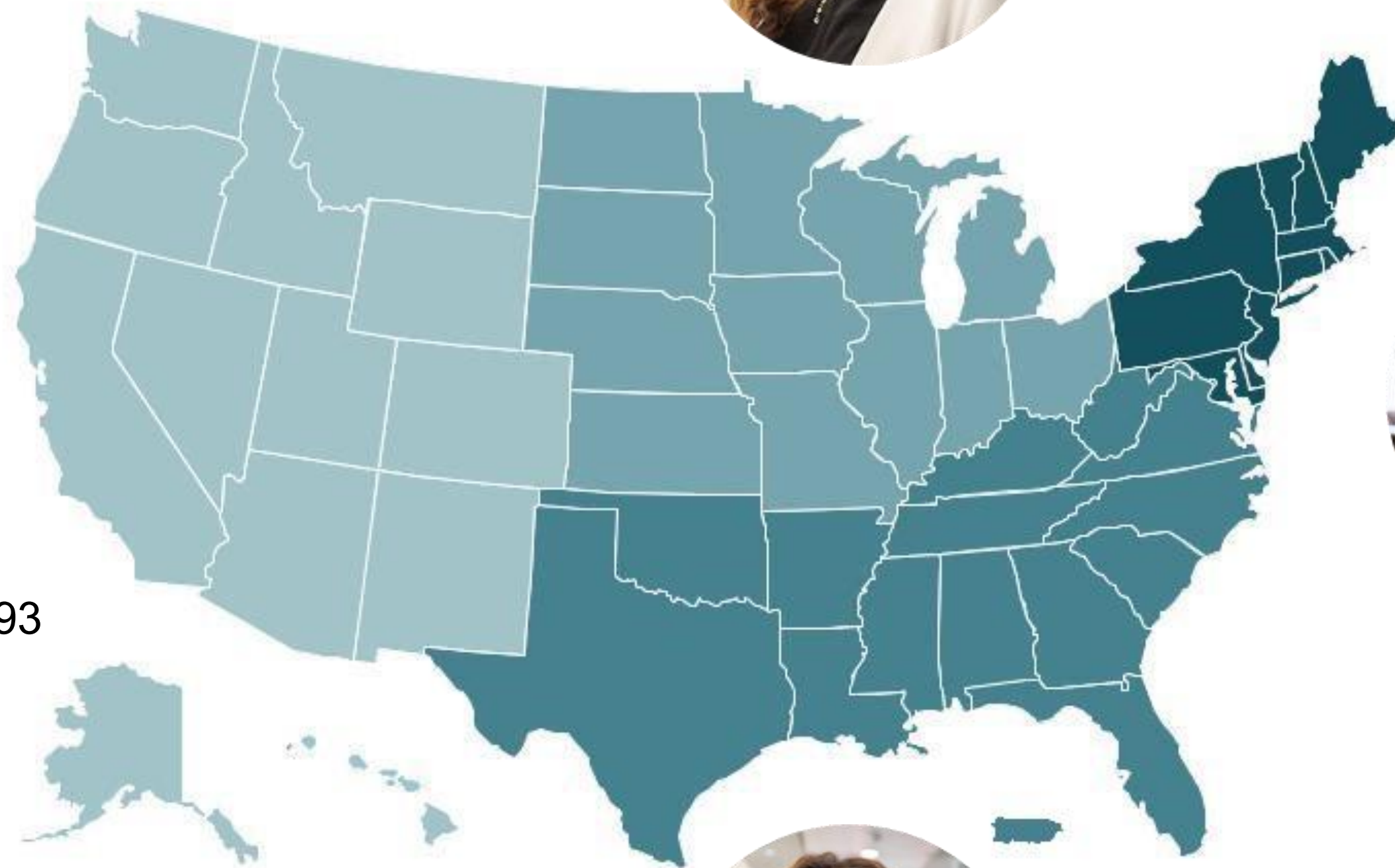
Next Steps

- Join NLC as a member! See Next Slide.
- NLC will begin working with the Treasury Department and White House on the implementation of this section of the American Rescue Plan Act, as well as work to make suggestions on guidance.
- Weekly NLC Calls on Friday @ 1:30PM EST
- If you have any input, questions or to share your ARP Story, you can email:
 - advocacy@nlc.org

Join NLC As Member Contact:



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