

Complete Streets Commission



REGULAR MEETING AGENDA

Date: 6/11/2025
Time: 6:30 p.m.
Location: [Zoom.us/join](https://zoom.us/join) – ID# 845 2506 8381 and
City Council Chambers
751 Laurel St., Menlo Park, CA 94025

Members of the public can listen to the meeting and participate using the following methods.

How to participate in the meeting

- Access the meeting, in-person, at the City Council Chambers
- Access the meeting real-time online at:
[Zoom.us/join](https://zoom.us/join) – Meeting ID 845 2506 8381
- Access the meeting real-time via telephone at:
(669) 900-6833
Meeting ID 845 2506 8381
Press *9 to raise hand to speak

Subject to Change: 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 website at menlopark.gov. The instructions for logging on to the Zoom webinar and/or the access code is subject to change. If you have difficulty accessing the Zoom webinar, please check the latest online edition of the posted agenda for updated information (menlopark.gov/agendas)

Regular Session

A. Call To Order

B. Roll Call

C. Reports and Announcements

Under “Reports and Announcements,” staff and Commissioners may communicate general information of interest regarding matters within the jurisdiction of the Commission. No Commission discussion or action can occur on any of the presented items.

D. Public Comment

Under “Public Comment,” the public may address the Commission on any subject not listed on the agenda. Each speaker may address the Commission once under public comment for a limit of three minutes. You are not required to provide your name or City of residence, but it is helpful. The Commission cannot act on items not listed on the agenda and, therefore, the Commission cannot respond to non-agenda issues brought up under public comment other than to provide general information.

E. Regular Business

- E1. Accept the Complete Streets Commission minutes for May 14, 2025 ([Attachment](#))
- E2. Complete Streets Commission 2025-26 work plan review ([Staff Report #25-003-CSC](#))

F. Informational Items

- F1. Update on major project status

G. Committee/Subcommittee Reports

H. Adjournment

At every Regular Meeting of the Commission, in addition to the Public Comment period where the public shall have the right to address the Commission on any matters of public interest not listed on the agenda, members of the public have the right to directly address the Commission on any item listed on the agenda at a time designated by the Chair, either before or during the Commission's consideration of the item.

At every Special Meeting of the Commission, members of the public have the right to directly address the Commission 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 Commission 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.gov. Persons with disabilities, who require auxiliary aids or services in attending or participating in Commission meetings, may call the City Clerk's Office at 650-330-6620.

Agendas are posted in accordance with Government Code §54954.2(a) or §54956. Members of the public can view electronic agendas and staff reports by accessing the City website at menlopark.gov/agendas and can receive email notification of agenda and staff report postings by subscribing to the "Notify Me" service at menlopark.gov/subscribe. Agendas and staff reports may also be obtained by contacting City Clerk at 650-330-6620. (Posted: 6/5/2025)

REGULAR MEETING MINUTES – DRAFT



Date: 5/14/2025
Time: 6:30 p.m.
Location: Teleconference and
City Council Chambers
751 Laurel St., Menlo Park, CA 94025

Regular Session

A. Call To Order

Chair Cole called the meeting to order at 6:33 p.m.

B. Roll Call

Present: Bailey, Cebrian, Cole, Ierokomos, Rennie, Herscher
Absent: Rascoff
Staff: Senior Transportation Planner Catrine Machi, Associate Transportation Planner
Casandra Cortez

C. Reports and Announcements

Staff provided updates on City Council budget meetings for fiscal year 2025–26, Bike to Work Day (BTWD) locations and recognition of fatal bicycle collision near Encinal Avenue and Middlefield Road.

D. Public Comment

None.

E. Regular Business

- E1. Accept the Complete Streets Commission minutes for March 12, 2025 and April 9, 2025 (Attachment)

ACTION: Motion and second (Cebrian/ Ierokomos), to accept the Complete Streets Commission minutes for March 12, 2025 and April 9, 2025, passed 6-0-1 (Rascoff absent).

- E2. New Commissioner onboarding (Attachment)

Senior Transportation Planner Catrine Machi introduced the item.

Commissioners received clarification on project phases, grant funding and development review.

- E3. Selection of Chair and Vice Chair

Senior Transportation Planner Catrine Machi introduced the item.

ACTION: Motion and second (Bailey/ Cebrian), to select Commissioner Ierokomos as Chair and Commissioner Cole as Vice Chair, passed 6-0-1 (Rascoff absent).

E4. Selection of ad-hoc subcommittee for 2025-2026 work plan

Senior Transportation Planner Catrine Machi introduced the item.

The Commission discussed the importance of a clear scope and deliverables.

ACTION: By acclamation, the Commission selected Commissioners Rennie, Ierokomos and Cebrian to the ad-hoc subcommittee (Rascoff absent).

F. Informational Items

F1. Update on major project status

Staff provided updates on Nealon Park and Blake Street Pilot Project survey and Middle Avenue construction.

G. Committee/Subcommittee Reports

The Bike Parking Subcommittee reported out on the bike rack survey:

- One hundred forty-two (142) responses received
- Top destinations included downtown, Burgess Park and Trader Joe's
- Feedback has included support for protected bike lanes and concerns about safety

H. Adjournment

Chair Cole adjourned the meeting at 7:55 p.m.

Senior Transportation Planner Catrine Machi



STAFF REPORT

Complete Streets Commission

Meeting Date: 6/11/2025
Staff Report Number: 25-003-CSC

Regular Business: Complete Streets Commission 2025-26 work plan review

Recommendation

Staff recommends that the Complete Streets Commission (Commission) review the Commission 2025-26 work plan.

Policy Issues

Review and approval of the Commission annual work plan is consistent with City Council Policy CC-24-004 (Attachment A), Commissions/Committees policies and procedures, roles and responsibilities. Each commission is required to develop an annual work plan and seek City Council approval no later than Sept. 30 of each year.

Background

Commission charges

The Commission is charged primarily with advising the City Council on realizing the City's adopted goals for complete streets, vision zero, climate action plan, and providing input on major land use and development projects as it relates to transportation. This includes strategies to encourage safe travel, improve accessibility, and maintain a functional and efficient transportation network for all modes and persons traveling within and around the city.

Commission 2024-25 work plan

On Sept. 24, 2024, the City Council approved the 2024-25 work plan (Attachment B).

Redlined workplan

On May 30, an ad hoc subcommittee of the Commission met and discussed the first draft of edits for the upcoming workplan. The subcommittee had a discussion balanced between experience from past years as well as new ideas for the upcoming year. The goal of the edits to the workplan was to make sure it clearly outlined the Commission's desired focus while also capturing and reflecting the City Council's priorities and goals.

Analysis

Fiscal year (FY) 2025-26 City Council priorities and goals

On March 22, the City Council held its annual goal setting workshop and identified the following as the top four goals for FY 2025-26:

- Climate action – mitigation, adaptation and resilience
- Downtown vibrancy

- Emergency and disaster preparedness
- Housing
- Safe routes

Transportation tasks that support the safe routes goal and contribute to other goals include:

- Maintain existing transportation assets, continue to integrate safety features into regular resurfacing and other City-led projects
- Advance safe, connected multimodal networks by implementing the Transportation Master Plan (TMP)
- As an extension of the TMP, prioritize safety by implementing Vision Zero Action Plan (VZAP) strategies and programs

In June, the City Council will adopt the FY 2025-26 budget and capital improvement plan to support these goals. A hyperlink to the City's proposed budget webpage is provided in Attachment C.

Climate Action Plan inclusion in the work plan

City Council adopted the 2030 Climate Action Plan (CAP) in July 2020. The CAP (Attachment D) includes strategies to achieve reduced carbon dioxide equivalent emissions. Strategy #4 is to Reduce vehicle miles traveled (VMT) by 25% or an amount recommended by the Commission. This is proposed to be achieved through a two-pronged approach:

- Change zoning to encourage higher density near transit
- Make the city easier to navigate without a car by accelerating implementation of the TMP with an emphasis on developing a clear network of protected pedestrian/bike paths throughout town

To support the City's CAP, the Commission can prioritize recommendations that reduce vehicle miles traveled in the transportation sector. This includes advising on projects and policies that expand access to active and electric mobility options, such as biking, walking, transit and zero-emission vehicle infrastructure. These efforts align with Strategy #4 of the CAP and complement the City's Vision Zero and Transportation Master Plan goals.

Ongoing Commission work plan tasks

In the upcoming year, the Commission will continue to advance the following responsibilities:

- Advise on pilot projects throughout the City
- Support the Safe Routes to School and Vision Zero Implementation Programs
- Evaluate the citywide bike rack inventory and make recommendations
- Advance the Middlefield Road Safe Streets project

Recommendations

Based on the information provided above, staff recommend that the Commission complete the following tasks for the Commission 2025-26 work plan:

- Review of the redlined work plan presented by the ad hoc subcommittee for the workplan revisions
- Discuss any outstanding items presented by the ad hoc subcommittee for feedback
- Provide feedback or approve the revised work plan
- Designate commissioners to represent the Commission at two future City Council meetings:
 - Aug. 12: report out to City Council on 2024-25 work plan accomplishments
 - Sept. 9: be present for possible questions on the 2025-26 work plan to be approved by City Council (consent item on the agenda)

Next steps

Based on the required resources to address any proposed revisions, staff will return to the Commission in July with a revised work plan for approval.

After Commission approval, the work plan will be presented to the City Council in September for adoption.

Impact on City Resources

Resources expended for the completion of the Commission work plan are 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 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. City Council Policy CC-24-004 – Commission/Committees policies and procedures, roles and responsibilities
- B. Commission 2024-25 work plan
- C. Hyperlink – FY 2025-26 proposed City budget webpage:
menlopark.gov/Government/Departments/Administrative-Services/Finance/City-budget
- D. Climate Action Plan

Report prepared by:
Citrine Machi, Senior Transportation Planner

Report reviewed by:
Azalea A. Mitch, Public Works Director

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COMMISSIONS/COMMITTEES POLICIES AND PROCEDURES, ROLES AND RESPONSIBILITIES

City Council Policy #CC-24-004
Adopted Feb. 13, 2024
Resolution No. 6890

ATTACHMENT A



Purpose
To define policies and procedures and roles and responsibilities for Menlo Park appointed commissions and committees.
Authority
Upon its original adoption, this policy replaced the document known as "Organization of Advisory Commissions of the City of Menlo Park."
Background
<p>The City of Menlo Park currently has seven active Commissions. The active advisory bodies are: Complete Streets Commission, Environmental Quality Commission, Finance and Audit Commission, Housing Commission, Library Commission, Parks and Recreation Commission, and Planning Commission. Those not specified in the City Code are established by City Council ordinance or resolution. Most of these advisory bodies are established in accordance with Resolution No. 2801 and its amendments. Within specific areas of responsibility, each advisory body has a primary role of advising the City Council on policy matters or reviewing specific issues and carrying out assignments as directed by the City Council or prescribed by law.</p> <p>Six of the seven commissions listed above are advisory in nature. The Planning Commission is both advisory and regulatory and organized according to the City Code (Ch. 2.12) and State statute (Government Code §65100 et seq., §65300-65401).</p> <p>The City has an adopted Anti-Harassment and Non-Discrimination Policy (CC-21-0022), and a Travel, Meal, and Lodging Policy (CC-19-002), which are also applicable to all advisory bodies.</p>
Policies and Procedures
<p><u>Relationship to City Council, staff and media</u></p> <ul style="list-style-type: none"> • Upon referral by the City Council, the commission/committee shall study referred matters and return their recommendations and advise to the City Council. With each such referral, the City Council may authorize the City staff to provide certain designated services to aid in the study. • Upon its own initiative, the commission/committee shall identify and raise issues to the City Council's attention and from time to time explore pertinent matters and make recommendations to the City Council. • At a request of a member of the public, the commission/committee may consider appeals from City actions or inactions in pertinent areas and, if deemed appropriate, report and make recommendations to the City Council. • Each commission/committee is required to develop an annual work plan which will be the foundation for the work performed by the advisory body in support of City Council annual work plan. The plan, once finalized by a majority of the commission/committee, will be formally presented to the City Council for direction and approval no later than September 30 of each year and then reported out on by a representative of the advisory body at a regularly scheduled City Council meeting at least annually, but recommended twice a year. The proposed work plan must align with the City Council's adopted work plan. When modified, the work plan must be taken to the City Council for approval. The Planning Commission is exempt from this requirement as its functions are governed by the Menlo Park municipal code (Chapter 2.12) and State law (Government Code §65100 et seq., §65300-65401). • Commissions and committees shall not become involved in the administrative or operational matters of City departments. Members may not direct staff to initiate major programs, conduct large studies or establish department policy. City staff assigned to furnish staff services shall be available to provide general staff assistance, such as preparation of agenda/notice materials and minutes, general review of department programs and activities, and to perform limited studies, program reviews, and other services of a general staff nature. Commissions/Committees may not establish department work programs or determine department program priorities. The responsibility for setting policy and allocating scarce City resources rests with the City's duly elected representatives, the City Council. • Additional or other staff support may be provided upon a formal request to the City Council. • The staff liaison shall act as the commission/committee's lead representative to the media concerning matters before the commission/committee. Commission/Committee members should refer all media inquiries to their respective liaisons for response. Personal opinions and comments may be expressed so long as the commission/committee member clarifies that their statements do not represent the position of the City Council. • Commission/Committee members will have mandatory training every two years regarding the Brown Act and

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parliamentary procedures, anti-harassment training, ethics training, and other training required by the City Council or State Law. The commission/committee members may have the opportunity for additional training, such as training for chair and vice chair. Failure to comply with the mandatory training will be reported to the City Council and may result in replacement of the member by the City Council.

- Requests from commission/committee member(s) determined by the staff liaison to take one hour or more of staff time to complete, must be directed by the City Council.

Role of City Council commission/committee liaison

City Councilmembers are assigned to serve in a liaison capacity with one or more city commission/committee. The purpose of the liaison assignment is to facilitate communication between the City Council and the advisory body. The liaison also helps to increase the City Council's familiarity with the membership, programs and issues of the advisory body. In fulfilling their liaison assignment, City Councilmembers may elect to attend commission/committee meetings periodically to observe the activities of the advisory body or simply maintain communication with the commission/committee chair on a regular basis.

City Councilmembers should be sensitive to the fact that they are not participating members of the commission/committee, but are there rather to create a linkage between the City Council and commission/committee. In interacting with commissions/committee, City Councilmembers are to reflect the views of the City Council as a body. Being a commission/committee liaison bestows no special right with respect to commission/committee business.

Typically, assignments to commission/committee liaison positions are made at the beginning of a City Council term in December. The Mayor will ask City Councilmembers which liaison assignments they desire and will submit recommendations to the full City Council regarding the various committees, boards, and commissions which City Councilmembers will represent as a liaison. In the rare instance where more than one City Councilmember wishes to be the appointed liaison to a particular commission, a vote of the City Council will be taken to confirm appointments.

City Staff Liaison

The City has designated staff to act as a liaison between the commission/committee and the City Council. The City shall provide staff services to the commission/committee which will include:

- Developing a rapport with the Chair and commission/committee members
- Providing a schedule of meetings to the city clerk's office and commission/committee members, arranging meeting locations, maintaining the minutes and other public records of the meeting, and preparing and distributing appropriate information related to the meeting agenda.
- Advising the commission/committee on directions and priorities of the City Council.
- Informing the commission/committee of events, activities, policies, programs, etc. occurring within the scope of the commission/committee's function.
- Ensuring the city clerk is informed of all vacancies, expired terms, changes in offices, or any other changes to the commission/committee.
- Providing information to the appropriate appointed official including reports, actions, and recommendations of the committee/commission and notifying them of noncompliance by the commission/committee or chair with City policies.
- Ensuring that agenda items approved by the commission/committee are brought forth in a timely manner taking into consideration staff capacity, City Council priorities, the commission/committee work plan, and other practical matters such as the expense to conduct research or prepare studies, provided appropriate public notification, and otherwise properly prepare the item for commission/committee consideration.
- Take action minutes; upon agreement of the commission, this task may be performed by one of the members (staff is still responsible for the accuracy and formatting of the minutes)
- Maintain a minute book with signed minutes

Recommendations, requests and reports

As needed, near the beginning of City Council meetings, there will be an item called "Advisory Body Reports." At this time, commissions/committees may present recommendations or status reports and may request direction and support from the City Council. Such requests shall be communicated to the staff liaison in advance, including any written materials, so that they may be listed on the agenda and distributed with the agenda packet. The materials being

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provided to the City Council must be approved by a majority of the commission/committee at a commission/committee meeting before submittal to the City Council. The City Council will receive such reports and recommendations and, after suitable study and discussion, respond or give direction.

City Council referrals

The city clerk shall transmit to the designated staff liaison all referrals and requests from the City Council for advice and recommendations. The commissions/committees shall expeditiously consider and act on all referrals and requests made by the City Council and shall submit reports and recommendations to the City Council on these assignments.

Public appearance of commission/committee members

When a commission/committee member appears in a non-official, non-representative capacity before the public, for example, at a City Council meeting, the member shall indicate that they are speaking only as an individual. This also applies when interacting with the media and on social media. If the commission/committee member appears as the representative of an applicant or a member of the public, the Political Reform Act may govern this appearance. In addition, in certain circumstances, due process considerations might apply to make a commission/committee member's appearance inappropriate. Conversely, when a member who is present at a City Council meeting is asked to address the City Council on a matter, the member should represent the viewpoint of the particular commission/committee as a whole (not a personal opinion).

Disbanding of advisory body

Upon recommendation by the Chair or appropriate staff, any standing or special advisory body, established by the City Council and whose members were appointed by the City Council, may be declared disbanded due to lack of business, by majority vote of the City Council.

Stipends

Per Government Code §36506, the City is authorized to pay appointed Planning Commissioners by resolution. The City Council has adopted a resolution with an amount not to exceed \$200 per month per Planning Commissioner. Per the IRS (Internal Revenue Services), "public officer" also includes appointed members of advisory boards and committees and commissions. The Planning Commission stipend is taxable income and each member will receive a W-2.

Meetings and officers

1. *Agendas/notices/minutes*

- All meetings shall be open and public and shall conduct business through published agendas, public notices and minutes and follow all of the Brown Act provisions governing public meetings. Special, canceled and adjourned meetings may be called when needed, subject to the Brown Act provisions.
- Support staff for each commission/committee shall be responsible for properly noticing and posting all regular, special, canceled and adjourned meetings. Copies of all meeting agendas, notices and minutes shall be provided to the City Council, city manager, city attorney, city clerk and other appropriate staff, as requested.
- Original agendas and minutes shall be filed and maintained by support staff in accordance with the City's adopted records retention schedule.
- The official record of the commissions/committees will be preserved by preparation of action minutes.

2. *Conduct and parliamentary procedures*

- Unless otherwise specified by State law or City regulations, conduct of all meetings shall generally follow Robert's Rules of Order.
- A majority of commission/committee members shall constitute a quorum and a quorum must be seated before official action is taken.
- The chair of each commission/committee shall preside at all meetings and the vice chair shall assume the duties of the chair when the chair is absent.
- The role of the commission/committee chair (according to Roberts Rules of Order): To open the session at the time at which the assembly is to meet, by taking the chair and calling the members to order; to announce the business before the assembly in the order in which it is to be acted upon; to recognize members entitled to the floor; to state and put to vote all questions which are regularly moved, or necessarily arise in the course of the proceedings, and to announce the result of the vote; to protect the assembly from annoyance from evidently frivolous or dilatory motions by refusing to recognize them; to assist in the expediting of business in every compatible with the rights of the members, as by allowing brief remarks when undebatable motions are pending, if they think it advisable; to restrain the members when engaged in debate, within the rules of order, to enforce on all occasions the observance of order and decorum among the members, decide all questions

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of order (subject to an appeal to the assembly by any two members) unless when in doubt he prefers to submit the question for the decision of the assembly; to inform the assembly when necessary, or when referred to for the purpose, on a point of order to practice pertinent to pending business; to authenticate by their signature, when necessary, all the acts, orders, and proceedings of the assembly declaring it will and in all things obeying its commands.

3. *Lack of a quorum*

- When a lack of a quorum exists at the start time of a meeting, those present will wait 15 minutes for additional members to arrive. If after 15 minutes a quorum is still not present, the meeting will be adjourned by the staff liaison due to lack of a quorum. Once the meeting is adjourned it cannot be reconvened.
- The public is not allowed to address those commissioners present during the 15 minutes the commission/committee is waiting for additional members to arrive.
- Staff can make announcements to the members during this time but must follow up with an email to all members of the body conveying the same information.
- All other items shall not be discussed with the members present as it is best to make the report when there is a quorum present.

4. *Meeting locations and dates*

- Meetings shall be held in designated City facilities, as noticed.
- All commissions/committees with the exception of the Planning Commission, and Finance and Audit Commission shall conduct regular meetings once a month. Special meetings may also be scheduled as required by the commission/committee. The Planning Commission shall hold regular meetings twice a month and the Finance and Audit Commission shall hold quarterly meetings.
- Monthly regular meetings shall have a fixed date and time established by the commission/committee. Changes to the established regular dates and times are subject to the approval of the City Council. An exception to this rule would include any changes necessitated to fill a temporary need in order for the commission/committee to conduct its meeting in a most efficient and effective way as long as proper and adequate notification is provided to the City Council and made available to the public.

The schedule of Commission meetings is as follows:

- Complete Streets Commission – Every second Wednesday at 6:30 p.m.
- Environmental Quality Commission – Every third Wednesday at 6 p.m.
- Finance and Audit Commission – Third Thursday of every quarter at 5:30 p.m.,
- Housing Commission – Every first Wednesday at 6:30 p.m.
- Library Commission – Every third Monday at 6:30 p.m.
- Parks and Recreation Commission – Every fourth Wednesday at 6:30 p.m.
- Planning Commission – Twice a month on a Monday at 7 p.m.

Each commission/committee may establish other operational policies subject to the approval of the City Council. Any changes to the established policies and procedures shall be subject to the approval of the City Council.

5. *Off-premises meeting participation*

While technology allows commission/committee members to participate in meetings from a location other than the meeting location (referred to as “off-premises”), off-premises participation is discouraged given the logistics required to ensure compliance with the Brown Act and experience with technological failures disrupting the meeting. In the event that a commission/committee member believes that their participation is essential to a meeting, the following shall apply:

- Any commission/committee member intending to participate from an off-premise location shall inform the staff liaison at least two weeks in advance of the meeting.
- The off-premise location must be identified in the notice and agenda of the meeting.
- Agendas must be posted at the off-premise location.
- The off-premise location must be accessible to the public and be ADA compliant.
- The commission/committee member participating at a duly noticed off-premises location does not count toward the quorum necessary to convene a meeting of the commission/committee.
- For any one meeting, no more than one commission/committee member may participate from an off-premise location.
- All votes must be by roll call.

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6. *Selection of chair and vice chair*

- The chair and vice chair shall be selected in May of each year by a majority of the members and shall serve for one year or until their successors are selected.
- Each commission/committee shall annually rotate its chair and vice chair.

G. Memberships

Appointments/Oaths

- The City Council is the appointing body for all commissions/committees. All members serve at the pleasure of the City Council for designated terms.
- All appointments and reappointments shall be made at a regularly scheduled City Council meeting, and require an affirmative vote of not less than a majority of the City Council present.
- Before taking office, all members must complete an Oath of Allegiance required by Article XX, §3, of the Constitution of the State of California. All oaths are administered by the city clerk or their designee.
- Appointments made during the middle of the term are for the unexpired portion of that term.

Application and selection process

- The application process begins when a vacancy occurs due to term expiration, resignation, removal or death of a member.
- The application period will normally run for a period of four weeks from the date the vacancy occurs. If there is more than one concurrent vacancy in a Commission, the application period may be extended. Applications are available from the city clerk's office and on the City's website.
- The city clerk shall notify members whose terms are about to expire whether or not they would be eligible for reappointment. If reappointment is sought, an updated application will be required.
- Applicants are required to complete and return the application form for each commission/committee they desire to serve on, along with any additional information they would like to transmit, by the established deadline. Applications sent by email are accepted.
- After the deadline of receipt of applications, the city clerk shall schedule the matter at the next available regular City Council meeting. All applications received will be submitted and made a part of the City Council agenda packet for their review and consideration. If there are no applications received by the deadline, the city clerk will extend the application period for an indefinite period of time until sufficient applications are received.
- Upon review of the applications received, the City Council reserves the right to schedule or waive interviews, or to extend the application process in the event insufficient applications are received. In either case, the city clerk will provide notification to the applicants of the decision of the City Council.
- If an interview is requested, the date and time will be designated by the City Council. Interviews are open to the public.
- The selection/appointment process by the City Council shall be conducted at a City Council meeting. The city clerk will ask each City Councilmember for their nominations; the number of nominations is limited to the number of vacancies. The candidate that receives a majority of nominations will be appointed. If there is a tie, multiple rounds of voting will occur.
- Following a City Council appointment, the city clerk shall notify successful and unsuccessful applicants accordingly, in writing. Appointees will receive copies of the City's Non-Discrimination and Sexual Harassment policies, and disclosure statements for those members who are required to file under State law as designated in the City's Conflict of Interest Code. Copies of the notification will also be distributed to support staff and the commission/committee chair.
- An orientation will be scheduled by the city clerk following an appointment (but before taking office) and a copy of this policy document will be provided at that time.

Attendance

- A compilation of attendance will be submitted to the City Council at least annually listing absences for all commissions/committee members.
- Absences, which result in attendance at less than two-thirds of their meetings during the calendar year, will be reported to the City Council and may result in replacement of the member by the City Council.
- Any member who feels that unique circumstances have led to numerous absences can appeal directly to the City Council for a waiver of this policy or to obtain a leave of absence.
- While it is expected that members be present at all meetings, the chair and staff liaison should be notified if a member knows in advance that they will be absent.

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- When reviewing commissioners for reappointment, overall attendance at full commission meetings will be given significant consideration.

Compensation

- Members shall serve without compensation (unless specifically provided) for their services, provided, however, members shall receive reimbursement for necessary travel expenses and other expenses incurred on official duty when such expenditures have been authorized by the City Council (See Policy CC-19-002).

Conflict of interest and disclosure requirements

- A Conflict of Interest Code has been updated and adopted by the City pursuant to Government Code §87300 et seq. Copies of the conflict of interest code are filed with the city clerk. Pursuant to the adopted Conflict of Interest Code, members serving on the Complete Streets Commission, Housing Commission, and Planning Commission are required to file a Statement of Economic Interest with the city clerk to disclose personal interest in investments, real property and income. This is done within 30 days of appointment and annually thereafter. A statement is also required within 30 days after leaving office.
- If a public official has a conflict of interest, the Political Reform Act may require the official to disqualify themselves from making or participating in a governmental decision, or using their official position to influence a governmental decision. Questions in this regard may be directed to the city attorney.

Qualifications, compositions, number

- In most cases, members shall be residents of the City of Menlo Park and at least 18 years of age.
- Current members of any other City commission/committee are disqualified for membership, unless the regulations for that advisory body permit concurrent membership. Commission/Committee members are strongly advised to serve out the entirety of the term of their current appointment before seeking appointment on another commission/committee.
- Commission/Committee members shall be permitted to retain membership while seeking any elective office. However, members shall not use the meetings, functions or activities of such bodies for purposes of campaigning for elective office.
- There shall be seven (7) members on each commission/committee.

Reappointments, resignations, removals

- Incumbents seeking a reappointment are required to complete and file an application with the city clerk by the application deadline. No person shall be reappointed to a commission/committee who has served on that same body for two consecutive terms; unless a period of one year has lapsed since the returning member last served on that commission/committee (the one-year period is flexible subject to City Council's discretion).
- Resignations must be submitted in writing to the city clerk, who will distribute copies to City Council and appropriate staff.
- The City Council may remove a member by a majority vote of the City Council without cause, notice or hearing.

Term of office

- Unless specified otherwise, the term of office for all commission/committees shall be four (4) years unless a resignation or a removal has taken place.
- If a person is appointed to fill an unexpired term and serves less than two years, that time will not be considered a full term. However, if a person is appointed to fill an unexpired term and serves two years or more, that time will be considered a full term.
- Terms are staggered to be overlapping four-year terms, so that all terms do not expire in any one year.
- If a member resigns before the end of their term, a replacement serves out the remainder of that term.

Vacancies

- Vacancies are created due to term expirations, resignations, removals or death.
- Vacancies are posted by the city clerk in the City Council Chambers bulletin board and on the city website.
- Whenever an unscheduled vacancy occurs in any commission/committee, a special vacancy notice shall be posted within 20 days after the vacancy occurs. Appointment shall not be made for at least 10 working days after posting of the notice (Government Code §54974).
- On or before December 31 of each year, an appointment list of all regular advisory commissions/committees of the City Council shall be prepared by the city clerk and posted in the City Council Chambers bulletin board and

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on the City's website. This list is also available to the public (Government Code §54972, Maddy Act).

Roles and Responsibilities

Complete Streets Commission

The Complete Streets Commission is charged primarily with advising 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. The Complete Streets Commission's responsibilities include:

- To advance the goals of the city's newly adopted climate action plan by making alternatives to driving safer and more attractive
- Advise City Council on the implementation of the transportation master plan.
- Continue to advocate for and advise the City Council on planning and installing pedestrian and bicycle rail crossing and safe cycling/pedestrian infrastructure.
- Continue to support City Council in ongoing initiatives to improve access to Downtown and support downtown businesses.
- Continue to support the implementation of the Safe Routes to School strategy and advocate for community engagement, program continuity and engineering implementation.
- Continue to support City Council's role as a stakeholder with regard to regional multi-modal and transportation demand management programs projects to increase

Environmental Quality Commission

The Environmental Quality Commission is committed to helping the City of Menlo Park to be a leading sustainable city that inspires institutions and individuals and that is well positioned to manage present and future environmental impacts, including the grave threat of climate change. The Environmental Quality Commission is charged primarily with advising the City Council on matters involving climate change, environmental protection, and sustainability. Specific focus areas include:

- Climate Action Plan - Advise and recommend on the implementation of the climate action plan.
- Climate Resilience and Adaptation - Ensure that our most vulnerable communities have a voice in policies and programs to protect their communities from environmental impacts.
- Urban Canopy - Leverage best practices to advise/recommend on the preservation of heritage trees, city trees and expansion of the urban canopy; and make determinations on appeals of heritage tree removal permits.
- Green and Sustainable Initiatives – Support sustainability initiatives, as needs arise, which may include city-led events, habitat protection, healthy ecology, environmental health protection, healthy air, surface water runoff quality, water conservation and waste reduction.

Finance and Audit Commission

The Finance and Audit Commission is charged primarily to support delivery of timely, clear and comprehensive reporting of the City's fiscal status to the community at large. Specific focus areas include:

- Review the process for periodic financial reporting to the City Council and the public, as needed
- Review financial audit and annual financial report with the City's external auditors
- Review of the resolution of prior year audit findings
- Review of the auditor selection process and scope, as needed

Housing Commission

The Housing Commission is charged primarily with advising the City Council on housing matters including housing supply and housing related problems. Specific focus areas include:

- Community attitudes about housing (range, distribution, racial, social-economic problems)
- Programs for evaluating, maintaining, and upgrading the distribution and quality of housing stock in the City
- Planning, implementing and evaluating City programs under the Housing and Community Development Act of 1974
- Review and recommend to the City Council regarding the Below Market Rate (BMR) program
- Initiate, review and recommend on housing policies and programs for the City
- Review and recommend on housing related impacts for environmental impact reports
- Review and recommend on State and regional housing issues
- Review and recommend on the Housing Element of the General Plan

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Library Commission

The Library Commission is charged primarily with advising the City Council on matters related to the maintenance and operation of the City's libraries and library systems. Specific focus areas include:

- The scope and degree of library activities
- Maintenance and protection of City libraries
- Evaluation and improvement of library service
- Acquisition of library materials
- Coordination with other library systems and long range planning
- Literacy and ESL programs

Parks and Recreation Commission

The Parks and Recreation Commission is charged primarily with advising the City Council on matters related to City programs and facilities dedicated to recreation. Specific focus areas include:

- Those programs and facilities established primarily for the participation of and/or use by residents of the City, including adequacy and maintenance of such facilities as parks and playgrounds, recreation buildings, facilities and equipment
- Adequacy, operation and staffing of recreation programs
- Modification of existing programs and facilities to meet developing community needs
- Long range planning and regional coordination concerning park and recreational facilities

Planning Commission

The Planning Commission is organized according to State Statute.

- The Planning Commission reviews development proposals on public and private lands for compliance with the General Plan and Zoning Ordinance.
- The Commission reviews all development proposals requiring a use permit, architectural control, variance, minor subdivision and environmental review associated with these projects. The Commission is the final decision-making body for these applications, unless appealed to the City Council.
- The Commission serves as a recommending body to the City Council for major subdivisions, rezoning's, conditional development permits, Zoning Ordinance amendments, General Plan amendments and the environmental reviews and Below Market Rate (BMR) Housing Agreements associated with those projects.
- The Commission works on special projects as assigned by the City Council.

Special Advisory Bodies

The City Council has the authority to create standing committees, task forces or subcommittees for the City, and from time to time, the City Council may appoint members to these groups. The number of persons and the individual appointee serving on each group may be changed at any time by the City Council. There are no designated terms for members of these groups; members are appointed by and serve at the pleasure of the City Council.

Any requests of city commissions or committees to create such ad hoc advisory bodies shall be submitted in writing to the city clerk for City Council consideration and approval.

Procedure history

Action	Date	Notes
Procedure adoption	1991	Resolution No. 3261
Procedure adoption	2001	
Procedure adoption	2011	
Procedure adoption	2013	Resolution No. 6169
Procedure adoption	2017	Resolution No. 6377
Procedure adoption	6/8/2021	Resolution No. 6631

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Procedure adoption	3/1/2022	Resolution No. 6706
Procedure adoption	3/8/2022	Resolution No. 6718
Procedure adoption	9/20/2022	Resolution No. 6776
Procedure adoption	1/10/2023	Resolution No. 6803
Procedure adoption	6/27/2023	Resolution No. 6840
Procedure adoption	2/13/2024	Resolution No. 6890

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Complete Streets Commission work plan

Public Works Department

701 Laurel Street, Menlo Park CA 94025

Approved September 24, 2024



Work plan goals

The Complete Streets Commission provides advice and recommendations to the City Council on realizing the City's adopted goals for Complete Streets, the Transportation Master Plan, Vision Zero, and the Climate Action Plan. It provides transportation-related input on major land use and development projects, to promote safe transportation infrastructure and alternative modes of transportation.

1. Advise the City Council on the implementation of the Transportation Master Plan:
 - Evaluate and propose key transportation corridors for project prioritization
 - Advise and make recommendations on the Middle Avenue Complete Streets Project including ongoing pilots for Nealon Park frontage parking and Blake St. temporary closure
 - Advise and make recommendations on the Middlefield Road Safe Streets Project
2. Advise and provide input to the City Council on citywide transportation policies/programs:
 - Evaluate citywide bike rack inventory and make recommendations
 - Advise on Vision Zero strategies and program implementation
 - Evaluate driveway stopping sight distance policy
 - Advise on implementation of Senate Bill 413 (i.e., crosswalk daylighting law)
3. Support the implementation of safe routes strategies:
 - Participate in the Safe Routes to School task force and advocate for community engagement, program continuity and design implementation
 - Support projects serving other community based destinations (e.g., work, shop and recreation)
4. Provide input and recommendations on the City's major development projects by evaluating them based on impact on public streets, safety, and transportation accessibility.
5. Support the Council's ongoing initiatives to improve access to Downtown and support downtown businesses.

Work plan history

Action	Date	Notes
Work plan recommended	July 10, 2024	Commission approval

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2030 CLIMATE ACTION PLAN

Prepared by the Environmental Quality Commission

Adopted by City Council July 2020 (Resolution No.6575)

Amended April 20, 2021 (Resolution No. 6621)

Amended Aug. 27, 2024 (Resolution No. 6933)



Contact:

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Contributors

The Climate Action Plan was first developed in 2020 by:

- Rebecca Lucky, former Sustainability Manager, City of Menlo Park
- Tom Kabat, former Environmental Quality Commissioner, City of Menlo Park
- James Payne, former Environmental Quality Commissioner, City of Menlo Park
- Josie Gaillard, former Environmental Quality Commissioner, City of Menlo Park

INTRODUCTION

Menlo Park is uniquely threatened by climate change and is uniquely positioned to tackle it.

Menlo Park's location on the shore of San Francisco Bay places approximately \$1.3 billion¹ of property in our Belle Haven and Bayfront neighborhoods at risk of flooding from climate change by as early as 2070.² While it is impossible for Menlo Park alone to halt the global sea level rise that threatens our city, bold climate leadership on our part is perhaps our only hope of keeping sea level below the height of an "affordable" sea wall. The San Francisco Bay Area Joint Powers Authority estimated in a 2016 feasibility study that a combination of levees and sea walls built along the shoreline of Menlo Park and East Palo Alto to address just three feet of sea level rise would cost approximately \$100 million.³

If we do not provide visible and inspiring leadership on climate and global greenhouse gas emissions continue rising at their current rate, no sea wall or levee will save the portion of our city between Route 101 and the Bay. That land, which includes a disproportionate percentage of our city's low-income residents and residents of color, will be inundated and residents and businesses will have to permanently relocate. On the other hand, if we take a leadership position and our bold climate action inspires rapid and far-reaching climate action by other cities, we may be able to save our Belle Haven and Bayfront neighborhoods with a combination of sea walls and levees.

The good news is that if there is any city well positioned to lead on climate action, it is Menlo

Park. Located in Silicon Valley, our residents and leaders embrace innovation. Our county (San Mateo) is one of the wealthiest in the country,⁴ which means we have the financial resources to tackle the issue of climate change head on. Analysis conducted by members of the Environmental Quality (EQC) Commission's Climate Action Plan subcommittee shows that every dollar spent now by the City on bold climate action can be expected to save City residents \$100 in future adaptation costs⁵ addressing sea level rise alone, not to mention the healthcare costs associated with treating ailments caused by air pollution (see "Natural Gas Phase Out" section below).



The Bay is projected to rise 3.3 feet
YEAR: 2070-2100

Source: <http://data.pointblue.org/apps/ocof/cms/index.php?page=flood-map>

¹ According to [County of San Mateo Sea Level Rise Vulnerability Assessment](#) p. 139, sea level rise of 3.3 feet will inundate Menlo Park real estate valued at \$1.288 billion and a rise of 6.6 feet will inundate \$1.621 billion in real estate.

² Griggs, G, Árvai, J, Cayan, D, DeConto, R, Fox, J, Fricker, HA, Kopp, RE, Tebaldi, C, Whiteman, EA (California Ocean Protection Council Science Advisory Team Working Group), [Rising Seas in California: An Update on Sea-Level Rise Science, California Ocean Science Trust, April 2017](#). Ranges shown are from the median (50th percentile) to the extreme (99.9th percentile) range of the projections.

³ [Public Draft Feasibility Report, SAFER Bay Project, Strategy to Advance Flood protection, Ecosystems and Recreation along San Francisco Bay, East Palo Alto and Menlo Park](#), October 2016, p. 37.

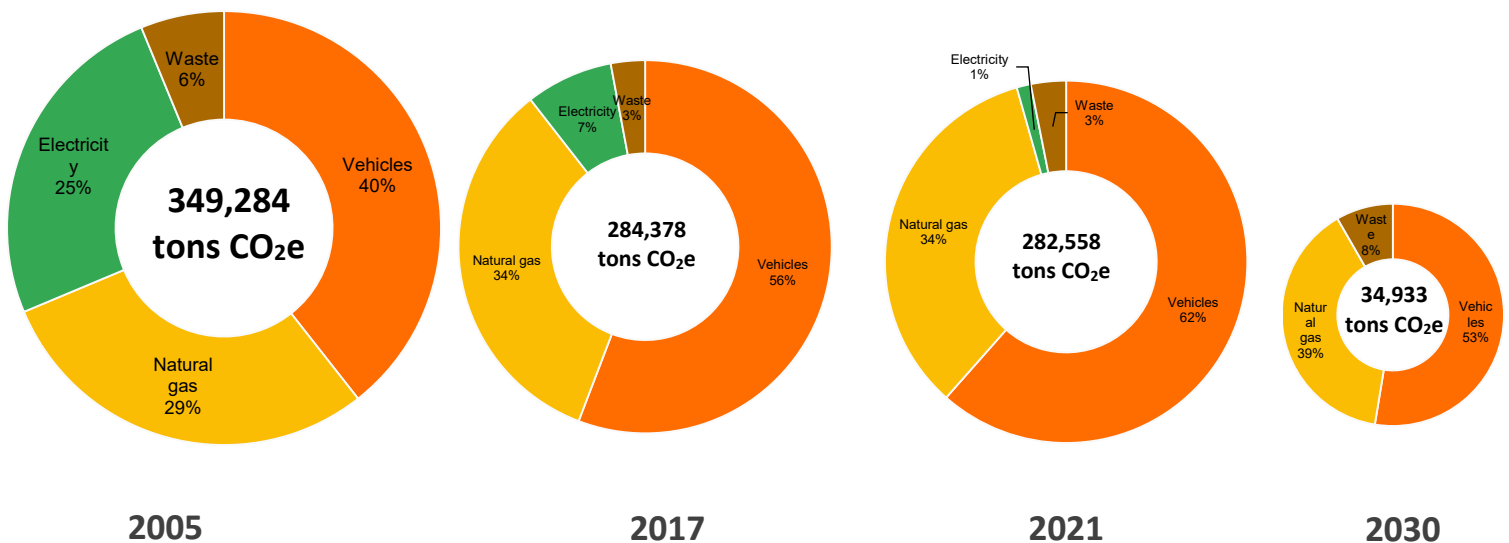
⁴ https://en.m.wikipedia.org/wiki/List_of_highest-income_counties_in_the_United_States

⁵ Supporting analysis available in PDF format in Appendix C and in Excel format upon request

ZERO CARBON BY 2030

In order to address the significant threat to Menlo Park posed by climate change, the City Council adopted a bold climate goal of zero carbon by 2030. This will be achieved through a 90% reduction in carbon dioxide equivalent emissions (CO₂e) from 2005 levels, and elimination of the remaining 10% of CO₂e through direct carbon removal measures.

The 2021 greenhouse gas emissions inventory revealed that emissions in Menlo Park fell from 349,284 tons in 2005 to 282,558 tons of CO₂e in 2021, a reduction of 19%. The aim of this plan will be to reduce community-wide emissions by another 71% for a total reduction of 90% from 2005 emissions, leaving just 34,933 tons of CO₂e per year by 2030.



Menlo Park Community Greenhouse Gas Emissions (metric tons of CO ₂ e)				
	2005	2017	2021	2030
Vehicles	137,628	158,686	152,034	18,373
Natural gas	102,295	95,742	84,253	13,656
Electricity	87,617	21,528	3,111	-
Waste	21,745	8,424	7,749	2,903
Total Emissions	349,285	284,380	282,558*	34,933

*The 2021 inventory included new categories not shown in this table, but included in total emissions (34,209 MTCO₂e from building energy stationary sources, 1,077 MTCO₂e from wastewater, and 124 MTCO₂e from water)

OPTIONS FOR ACTION

In order to achieve a goal of “Zero emissions by 2030,” Menlo Park must begin taking bold action immediately. Fortunately, the City has already decarbonized its electricity supply by joining with other cities in the County to create a joint powers authority (Peninsula Clean Energy) that sources power mainly from renewables and hydropower. This creates a clean energy stepping stone from which to decarbonize the rest of the City’s economy.

Our next step is to decarbonize all of our buildings and transportation. In an ideal world with more time, the City’s climate goals could be achieved simply by unleashing the power of free enterprise and relying on markets and educated consumers to transform our fossil-fuel dependent economy to one that stops emitting greenhouse gases in time to avert catastrophic climate change. Members of the Climate Action Plan (CAP) subcommittee of the Environmental Quality Commission (EQC), who prepared this plan, certainly would prefer this type of approach, as it limits the role of government and would reduce the likely opposition from some interest groups. However, no matter how carefully the subcommittee considered various incentive- and education-based laissez-faire approaches, none of them appears able to solve the climate problem in time to avert catastrophic change to our daily lives. In fact, the less action the City takes now, the costlier the government intervention will be later to deal with the resulting climate disasters.

The key reasons that market approaches alone cannot solve climate change are three-fold:

- 1) markets are currently distorted by the absence of accurate pricing for key externalities, such as the right to dump harmful greenhouse gas emissions into the atmosphere, which today is virtually free to any person or business who wishes to do it, leaving the rest of us bear the ever increasing cost,
- 2) powerful political interest groups such as the fossil fuel industry have successfully spread enough disinformation about climate change that Americans significantly

underestimate the problem and therefore underestimate the actions that must be taken to address it, and

- 3) polluting devices last far too long once installed and we simply do not have enough time for the typical market signals to trickle down to those who determine product offerings and today offer environmentally obsolete products to customers.

Just as the US government stepped in forcefully after the bombing of Pearl Harbor to require that much of America’s free market economy be transformed to support the war effort, so too must the government now step in forcefully and confidently to lead the American public away from the brink of climate disaster.

Thankfully, the actions required of every American citizen to forcefully combat climate change are much less onerous than the food rations or military conscription imposed on World War II-era Americans. We are fortunate that a robust private sector has already provided every technological solution and innovation necessary to almost completely retire fossil fuels as an energy source in America today.

PERSONAL ACTION

Below is a list of the personal actions that, if every citizen took them, would halt global warming in its tracks:

- Retire all gas vehicles immediately and replace them with electric vehicles, bikes, transit or another form of non-fossil transport
- Replace every gas appliance in a home (including furnace, water heater and stove) with an efficient electric version
- Power every home and car with 100% renewable electricity, either by installing solar panels or purchasing renewable energy from one’s utility
- Consider the greenhouse gas emissions associated with every purchase decision

and choose “low-carbon” products and services whenever possible

- Reduce weekly consumption of meat and animal products, a move which has significant ancillary health benefits.

GOVERNMENT ACTION

At the local government level, climate action must focus on eliminating the use of two categories of fossil fuels: 1) gasoline and diesel fuel in vehicles, and 2) natural gas in home appliances. Given the 25-year expected life of a typical gas furnace, it is critical for the City to begin prohibiting the installation of new replacement gas furnaces and water heaters as soon as possible.

In considering the wide-reaching actions and change required to meet the City’s proposed climate goals, researchers reviewed dozens of approaches employed by cities all over the world, including:

- A “5-minute city” approach to zoning implemented in Copenhagen, Denmark that drastically reduced vehicle miles traveled (VMT) and made the city more walkable
- A carbon fee on buildings recently implemented in New York City
- An announced plan to end the flow of natural gas in the City of Arcata, California and now being considered by Palo Alto.

After months of weighing each of the dozens of approaches, the CAP subcommittee identified three basic options for action: 1) a Bold Plan with 22 actions to be implemented over one year, 2) a Moderate Plan with 76 actions to be implemented over three years and 3) a Go Slow Plan with no specific actions other than to follow evolving state rules.

PLAN CHANGES DUE TO COVID-19 PANDEMIC

Shortly after the CAP subcommittee fleshed out the three different approaches to climate action described above, the world was gripped by the

global pandemic of COVID-19. The pandemic has significantly affected the context in which this plan is presented, namely:

- The time and attention of City Council and staff has understandably shifted almost entirely to managing the health risks and economic consequences of the pandemic
- Almost overnight, the country has gone from enjoying robust economic growth to experiencing one of the starkest economic recessions in US history
- Due to the economic recession, the City’s budget has shrunk dramatically, with a 2020-21 shortfall of \$12.7 million
- Layoffs of dozens of City staff as a result of the City’s budget shortfall
- City commissions, including the Environmental Quality Commission (EQC), unable to meet for 4 months, which means the CAP subcommittee has been delayed in vetting the CAP with the EQC

Despite disrupted City operations, the CAP subcommittee continued refining the Climate Action Plan and vetting it with the City Council’s CAP subcommittee (distinct from the EQC’s CAP subcommittee) to receive their input on what might be politically viable in Menlo Park. The result of that continued work is a significantly pared down plan, presented below. While the CAP subcommittee still believes that the original Bold or Moderate Plans (presented in Appendix B), with their 22 and 76 actions respectively, are in fact what the Climate Crisis requires, we have decided to propose a significantly pared down plan, with the thought that some action is better than no action. This plan includes only the highest impact actions. This does not mean it is the best plan. It means it is only a good subset of the best plan and future efforts should be made to expand it as our ability and the wisdom of doing so becomes ever more apparent.

THE PLAN

Strategies	#	Description	2030 GHG Reduction (tons/yr)	Estimated Initial Investment for FY 2020-2021
Explore policy/program options to convert 95% of existing buildings to all-electric by 2030	1	Two basic options: 1) Announce the “end of flow” of natural gas in the City by 2030 OR 2) Enact a “burn-out ordinance” requiring that when gas appliances expire, they must be replaced by electric (preferably high efficiency heat pump) alternatives; phase in for large commercial, small commercial, residential; may require follow-on compliance ordinance as current permit compliance for residential gas appliances is low; will require follow-up “cash-for-clunkers” program to achieve 2030 goal; relies on PCE subsidies to reduce or eliminate cost differential; may require use of UUT funds to cover additional cost differential for low-income residents. Extend burnout ordinance to expiring air conditioners, to be replaced with heat pumps, eliminating need for separate gas heating.	1) 86,465* OR 2) 51,636*	\$195,000 to \$275,000 *Initial investment to hire contract staff (building official, legal aid, energy analyst) and provide policy options that would lead to adoption of a policy, ordinance, and/or program
Set citywide goal for increasing EVs and decreasing gasoline sales	2	Announce and promote goals of 1) increasing the purchase of all new vehicles to be electric by 2025 and 2) reducing gasoline sales each year by 10%, based on the total reported in 2018. Track progress on both goals publicly on an annual basis.	<7,120*	\$0-\$20,000 to influence regional agency or organization to lead on behalf of the city
Expand access to EV charging for multifamily and commercial properties	3	Install or assist building owners in installing EV chargers throughout the City, siting them preferably where they will be used during daylight hours (when solar electricity is abundant on our grid) and also where residents of multi-family housing can access them. Current project to explore and evaluate policy options for existing multifamily properties.	7,370* <13,000* for multifamily	\$140,000 *Initial investment for contract analyst to evaluate multifamily properties
Reduce vehicle miles traveled (VMT) by 25% or an amount recommended by the Complete Streets Commission	4	Reduce VMT, especially by gasoline vehicles, through a two-pronged approach: 1) Change zoning to encourage higher density (esp. for housing) near transit 2) Make the City easier to navigate without a car by accelerating implementation of the Transportation Master Plan with an emphasis on developing a clear network of protected pedestrian/bike paths throughout town Current projects underway that help achieve this goal: SB2 Housing grant, Transportation Management Plan, Transportation Management Association, and implementation of new VMT guidelines for new development	31,743*	Explore in 2021 or 2022 after current and complimentary projects are completed
Eliminate the use of fossil fuels from municipal operations	5	Replace 100% of the following municipal assets with efficient electric substitutes for: 1) Gas pool heating equipment 2) Gas and diesel municipal fleet vehicles 3) Gas furnaces 4) Gas hot water heaters 5) Gas-powered gardening equipment	879*	Currently budgeted for end of life assets/appliances, and new community center/library
Develop a climate adaptation plan to protect the community from sea level rise and flooding	6	Develop a climate adaptation plan focused on protecting areas of the community vulnerable to sea level rise and flooding, as forecasted by the National Oceanic and Atmospheric Administration (NOAA) and California State agencies. Consider requiring developers to fund efforts to protect the community.	0	Flood and Sea Level Rise Resiliency District to Lead
TOTAL (assumes option 2 is chosen in action #1)			98,748+	\$355,000 - \$435,000
*GHG emission reductions have been estimated and have not been verified				

You will notice that the plan, as presented, falls well short of the goal of reducing our greenhouse gas emissions by 249,447 tons/yr by 2030. In fact, the plan only addresses 40% of the sought-after reductions. This simplified six-strategy plan is significantly scaled back from the more comprehensive plans envisioned before COVID-19 struck, a compromise the CAP subcommittee felt was warranted, given the City's projected budget short-falls. The CAP subcommittee hopes that market momentum in the EV sector will make a significant contribution to the reduction of Menlo Park's greenhouse gas emissions, an effect not accounted for here. **The Environmental Quality Commission expects the significantly truncated six-strategy plan presented above to be completed within one year and strongly advises City Council to revisit the original, more comprehensive plan in July 2021, so that as the economy improves, those actions can be reincorporated into the plan.**

NATURAL GAS PHASE OUT

Ending the use of natural gas has multiple benefits, including the avoidance of failures in gas system operations, such as the one that destroyed homes and caused death in Brookline, Massachusetts in 2018 and the one that did even greater harm in San Bruno, California in 2010.

The normal operation of gas appliances in buildings has also been found to cause indoor air pollution that would be illegal outdoors due to its negative health impacts, according to a recent study from UCLA.⁶ That study links chronic exposure to the NO₂ emitted from gas stoves to a range of health ailments, including: asthma, lung inflammation, increased risk of respiratory infection, lung and breast cancer and low birth weight in babies. Doctors in a January article in the New England Journal of Medicine wrote the following, "As physicians deeply concerned about climate change and pollution and their consequences, we consider expansion of the natural gas infrastructure to be a

grave hazard to human health." They continued, "We also recommend that new residential or commercial gas hookups not be permitted, new gas appliances be removed from the market, further gas exploration on federal lands be banned, and all new or planned construction of gas infrastructure be halted."⁷ It is therefore within the City's normal powers, which are aimed at protecting the health and safety of its citizens, to seriously consider announcing the "End of Flow" (EOF) of natural gas.

This is similar to an approach proposed in the City of Arcata, California whereby the City would explore and pass an ordinance that sets an end date, for example 7/4/2030, for the flow of natural gas to all gas customers within the City limits. This sets a date certain by which community members would want to make any needed electrification updates to their homes for water heating, cooking and space heating. The City could then either stand back and let community members educate themselves on choices that would work for them, or the City could be an active partner to interested citizens, perhaps leading a helpful bulk buying program for: water heaters, heat pump HVAC units, EV chargers and installation services, or performing other joint effort transformation activities. There is already a local model for city-led bulk buying called Sunshares, which performs bulk buying for home solar systems and electric vehicles. While the idea of city-led bulk buying may sound new and different at first, we should realize that the City of Menlo Park already performs bulk buying of commodities and services for its citizens and businesses, including water supply, public safety services, street tree maintenance, roads and sidewalks, etc.

SOURCES OF FUNDS

Some of the six proposed strategies can most likely be implemented by existing staff with extra support from a contractor/consultants.

⁶ UCLA Fielding School of Public Health, "Effects of Residential Gas Appliances on Indoor and Outdoor Air Quality and Public Health in California," April 2020, <https://coeh.ph.ucla.edu/effects-residential-gas-appliances-indoor-and-outdoor-air-quality-and-public-health-california>

⁷ New England Journal of Medicine, "The False Promise of Natural Gas," Philip J. Landrigan, M.D., Howard Frumkin, M.D., Dr.P.H., and Brita E. Lundberg, M.D., <https://www.nejm.org/doi/full/10.1056/NEJMp1913663>

Other than the General Fund, there are two other potential sources of funds:

- 1) the \$400,000 presented in the 2020-21 Capital Improvement Plan (CIP) as earmarked for implementation of the Climate Action Plan and
- 2) issuing debt or borrowing money⁸.

Saving our community for future generations seems like one of the most prudent uses of borrowed funds one can imagine. Conversely, if we wait until extra City revenue is available to fund climate action, we will most certainly lose the climate fight.

There will be additional capital expenditures incurred as part of the Climate Action Plan, as well, including:

- Investment in EV charging infrastructure
- Street improvements related to the TMP implementation
- Investment in electric replacements for municipal gas and diesel assets

If funds for these capital expenditures have not already been allocated in the City's Capital Improvement Plan (CIP), an amendment would need to be made to the CIP for that purpose. The EQC's CAP subcommittee recommends **against** using funds currently earmarked in the CIP for climate action to pay for municipal greening projects. Such projects are good candidates for outside financing or borrowing, whereas the CAP funds in the CIP should be focused on high impact activities to reduce community-wide greenhouse gas reductions, such as policy development, programs, incentives, education and marketing.

PLAN METRICS

Climate Action Plans have a poor history of being effectively implemented and one reason for that is that progress is typically only measured every five years and with staff turnover, well intentioned plans can go unexamined for years. In order to avoid such an outcome, the CAP subcommittee

recommends that a short list of concrete metrics be adopted and that the City Council request quarterly, if not monthly, updates on those metrics.

Key metrics to track include:

1. Number of gas hot water heaters citywide that are replaced with electric versions (data source: Menlo Park Building Department)
2. Number of gas furnaces citywide that are replaced with electric versions (data source: Menlo Park Building Department)
3. Number of utility natural gas accounts terminated (data source: Peninsula Clean Energy or PG&E)
4. Number of new cars registered that are gas vs. EV (data source: DMV)
5. Number of total cars registered that are gas vs. EV (data source: DMV)
6. Gallons of gasoline sold in Menlo Park (data source: City sales tax reports)
7. Percentage of municipal assets converted from gas or diesel to electric (data source: Menlo Park Public Works Department)
8. Vehicle miles traveled, including trips inbound, outbound and within the City (Google Environmental Insights Explorer)
9. Number of other cities that query and/or copy Menlo Park's climate policies and programs (data source: outreach efforts and research by Menlo Park Sustainability staff)

While Sustainability staff and members of the CAP subcommittee question the value of conducting frequent high level greenhouse gas inventories, we do all agree that measurement is important and believe that tracking the specific items listed above will help staff and Council gain insight into the effectiveness of the climate actions that the City decides to undertake. County efforts to measure greenhouse gas emissions are expected to continue and will hopefully reflect progress made by cities within the County.

METHOD FOR EVALUATING ACTIONS

in order to continue disbursements,
<https://www.nytimes.com/2020/06/10/business/ford-foundation-bonds-coronavirus.html>.

⁸ An interesting model for borrowing against existing financial assets (such as the City's reserves) has been employed during the COVID recession by leading charitable Foundations who are borrowing at low interest rates against their endowments

The six strategies detailed above were selected from over 76 actions included in the original Bold and Moderate Plans, because they offer the City the most potential for Greenhouse Gas Reductions per dollar spent.

Dozens of potential climate actions were considered. Actions took many forms, including: city ordinances, city directives, programs and collaborations. Each action was evaluated for the following key criteria:

- Potential to reduce greenhouse gas (GHG) emissions
- City staff resources required to implement
- City cost to implement
- Out-of-pocket expenses for community members to implement (lifecycle economics for user)
- Political feasibility
- Potential for replication by other cities

The cost estimates above should be viewed as preliminary, requiring further thorough analysis by City staff prior to policy adoption.

THE TRUE COST OF CARBON

As mentioned above, there is in fact a societal cost to burning fossil fuels, sometimes referred to as the “cost of carbon.” There are debates today over how best to calculate that cost. Some say it should be based on the damages caused by those emissions. Others say it should be based on the cost to remove those carbon emissions from the atmosphere, once that becomes possible. In the absence of a global consensus, the EQC’s CAP subcommittee attempted to estimate the cost of carbon to Menlo Park by taking the projected losses from sea level rise in our city alone, \$1.3 billion, and dividing that by the tons of CO₂e we expect to emit over the next 40 years in a business as usual situation. Using this simple methodology, we arrived at a “cost of carbon” of \$130/ton for Menlo Park.

There are a number of ways the City could use this figure. We could consider levying a tax of \$130/ton on fossil fuels, in order to cover future damages the City will incur, in essence internalizing the externalized “cost of carbon.” Another way to use this figure would be for the City to factor it in to

all decisions concerning assets in the City that consume fossil fuels, for example in calculating the true cost to the City of a gasoline-powered police car or the true cost to citizens of a gas furnace.

NOTE ON LEADERSHIP

Saving our City from sea level rise will require collective global action, which Menlo Park can likely only influence through bold leadership. In evaluating the relative effectiveness of various climate actions, the CAP subcommittee noted the significant impact that replicability and demonstration of feasibility of a policy or program had on its potential to generate emissions reductions. If other cities can easily copy a policy or program, it is likely to **catalyze emissions reductions many times greater** than our City’s emissions reductions alone. Therefore, it is strongly advised that City staff favor simplicity and replicability in its design of climate policies and programs and it is further advised that the City invest resources in proactively sharing its climate policies and programs with other cities, counties and government entities.

We must also be nimble and ready to act on economic stimulus opportunities that may present themselves, as the Country attempts to pull itself out of a recession.

NOTE ON UTILITY PARTNERS

An analysis of community member economics for each action revealed that rebates can make or break the economics behind purchasing decisions for equipment like electric vehicles and electric heat pumps for space and water heating, all of which are essential for progress on climate action. The City can greatly increase the political feasibility of many climate actions included in this plan by calling on its local Community Choice Energy (CCE) provider to rapidly deploy the significant capital currently held on its balance sheet to fund rebates on electric replacements of gas appliances. Such rebates can make climate friendly replacements cost effective and that enables city councils like ours to pass ordinances requiring such replacements. In turn, the new electric devices generate net revenue that rebuilds the CCE’s financial reserves.

To this end, Peninsula Clean Energy’s board recently signaled its support for local cities’ efforts

to electrify, voting on May 28, 2020 to invest \$6 million to electrify existing buildings in San Mateo County. This program will reportedly include substantial incentives for: 1) the installation of electric heat pump water heaters, 2) upgrades to electric service panels so they can handle the increased electric demands of all-electric homes, and 3) whole-home electric conversions for low income residents. Such programs are a promising signal that local CCEs intend to help ease the financial burden of converting homes from natural gas to all-electric, since it is not only essential for fighting climate change but also in their long-term financial interest to do so.

NOTE ON EQUITY

Climate change does not affect all members of society equally. Tragically it disproportionately affects low income people and people of color, as evidenced right here in Menlo Park, where sea level rise is expected to have a devastating impact on residents of our Belle Haven neighborhood. A similar pattern is observed all over the globe, where poor island nations are becoming the first to be wiped off the globe. Climate justice advocate Hop Hopkins illustrates the connection between climate change and racism by explaining how allowing climate change to occur requires that we accept that portions of our local and global communities are “sacrifice zones, and you can’t have sacrifice zones without disposable people, and you can’t have disposable people without racism.”

Meanwhile wealthier segments of society go on emitting greenhouse gases at ten times the rate of poorer segments, unwilling to make even small changes to their purchasing decisions. The COVID crisis has shed a light on the shocking inequity in health outcomes for people of color, some of which can be attributed to well documented racial disparities in exposure to air pollution from fossil fuels. Menlo Park must ask itself whether it wishes to continue contributing to this global and local inequity, or whether it can strongly prioritize leadership in solving these interconnected problems.

Finally, although Menlo Park is situated in one of the wealthiest Counties in the country, that wealth is not equally distributed and some residents may find it difficult to afford at least the capital outlay for

the changes recommended in this plan. To address issues of equity, there are a number of options for ensuring that low-income residents have the financial support they need to make the required changes to their homes and vehicles. Both the State and local CCEs have shown a willingness to provide financial subsidies specifically targeted at low income residents. Peninsula Clean Energy recently set aside \$2 million, out of a \$6 million program, just to assist low-income residents with all-electric retrofits of their homes. If the City wishes to further bolster that support, it could consider allowing the Utility User’s Tax (UUT) on natural gas sales to increase from its current 1% level to the existing voter-approved level of 3.5%. That would provide an estimated \$500,000 in additional funding every year to low-income families converting gas appliances to all-electric. The City must take an active role in ensuring that low-income residents are not unfairly disadvantaged by the requirements of its Climate Action Plan.

ANOTHER NOTE ON COVID-19

Lastly, this Climate Action Plan is being presented to City leaders in the midst of a generation-defining event, namely the global COVID-19 pandemic. It is understandable and appropriate that City leaders would devote their immediate attention to protecting the health and wellbeing of our community, as we fight this deadly virus.

As the health emergency wanes, however, the CAP subcommittee hopes that Council members will view the proposed Climate Action Plan as an opportunity for Menlo Park. COVID-19 has jolted us all out of our routines and everyday existence, highlighting in a graphic way our vulnerability as a species. Climate change has the potential to do the same, only on an even greater scale. If we are able to take in the lessons presented to us by this current crisis, we will be better prepared to address the climate crisis that is coming. For example, we should ask ourselves: Do we want to be like South Korea and flatten the carbon “curve” by proactively investing in mitigating the carbon dioxide “contagion”? Or will we delay, like Italy, and only take decisive action once the problem has ballooned? Is it still acceptable to stand by and watch one window of opportunity after another close before our eyes, leaving us with a much

larger problem, the only response to which threatens to destroy our economy? Can we accept that this problem, like COVID, will ravage poor communities and people of color? The choice is ours. How will we act?

This Climate Action Plan presents us with economic opportunities as well. If enacted, this plan will jumpstart a new local market in electric appliance installation, injecting money into the economy and providing hundreds of new jobs, just when they are needed.

Finally, as medical professionals learn more about the adverse health impacts of burning fossil fuels in our homes, the Climate Action Plan offers Menlo Park an opportunity to set a new standard for health and safety in our homes and places of work by removing fossil fuels from our air completely.

Our future is in our hands. It is time to act.

APPENDIX A

ORIGINAL PLAN OPTIONS – BOLD, MODERATE AND GO SLOW

Dr. John Holdren, scientific advisor to President Obama, advised that humans have three basic choices when it comes to climate change: 1) mitigate the problem by reducing our emissions, 2) adapt to the problem and try to move out of harm's

way, or 3) suffer. What every civic leader must do today is pick the mix of those three options that they are willing to bring to their communities.

A summary of the benefits and drawbacks of each plan, from a City official's perspective, is offered below.

Bold Plan	Moderate Plan	Go Slow Plan
<ul style="list-style-type: none">• A few bold actions• One-year implementation• Achieves goal of Zero by 2030• Less \$ now (staff resources)• Less \$ later (lower sea walls)• Subject to opposition• Less human suffering• Regional leadership role	<ul style="list-style-type: none">• Many moderate actions• Three-year implementation• Makes progress toward goal of Zero by 2030• More \$ now (staff resources)• Some \$ later (sea walls)• Subject to some opposition• Some human suffering• Regional leadership role	<ul style="list-style-type: none">• No proactive actions• No specific implementation time• Falls well short of Zero by 2030 goal• Less \$ now (staff resources)• More \$ later (high sea walls)• Subject to some opposition• More human suffering• No regional leadership role

THE MODERATE PLAN

The Moderate Plan is a set of 60+ actions (Appendix B), implemented over 3 years, that involve working with the community (residents, businesses and commuters) to assist and compel them to change, while simultaneously working with other cities, the County, the State and utilities to make such change easier. This would be accomplished by changing laws, capabilities and economics in a way that transforms standard practice, similar to the way that our all-electric Reach Codes are transforming standard practice in new construction. Menlo Park is gaining credibility in this area and therefore has a reasonable chance of catalyzing regional change through bold leadership and knowledge sharing.

The Moderate Plan would also seek an expanded vision and commitment from Community Choice Energy providers (CCEs), who will reap considerable benefit in the form of increased net revenue from electrification, just as oil companies will see diminishing revenue. According to this plan, the CCEs would be advised to rapidly deploy their net revenue, in order to quickly transform the market to support building electrification.

The Moderate Plan is the most time-intensive option of those presented, with significant staff resources deployed in the next three years to pass incremental ordinances that will drive needed behavior change. **Sustainability staff currently estimate that implementing the Moderate Plan would require approximately 6 incremental full time equivalent (FTE) staff for the first year and a similar or smaller number in the remaining two years included in the plan.** These incremental staff resources could be hired as consultants and would not be needed past the 3-year term of the plan.

While the action-intensive approach of the Moderate Plan may seem cumbersome, the CAP subcommittee suspects that the public requires incremental education and a piecemeal approach to rule changes, in order to have time to adjust to change. As such, the Moderate Plan also includes significant public outreach and education efforts to assist the public and businesses in understanding the benefits of mutual cooperation.

Finally, the Moderate Plan by itself would not guarantee that the City would reach its proposed climate goal of Zero emissions by 2030. Instead, this plan would put us on a path to achieve that goal in a later year or, alternatively, could be seen as laying the groundwork for implementation of additional measures, such as those outlined in the Bold Plan, starting in year 4 of climate action when the public may be more receptive to bolder action.

THE BOLD PLAN

The Bold Plan is much simpler (Appendix B) in that it involves far fewer actions and therefore fewer staff resources to implement. It also has the advantage of nearly guaranteeing achievement of the City's climate goals. It achieves this primarily by announcing to the community that the City will stop the flow of natural gas (a potent greenhouse gas) and restrict the use of gasoline vehicles within City limits by a certain date in the future, possibly by the year 2030. This approach gives community members time to make the needed adjustments to their homes and transportation, all of which are perfectly feasible, within an announced 10-year timeframe.

As for the elimination of gasoline and diesel (GAD) fuels from Menlo Park vehicles, the Bold Plan could include a normal health-and-safety powers type ordinance, requiring the phasing out of underground fuel tanks by 7/4/2030, for example. Any businesses that used underground fuel storage tanks would need to remove them for certain by that date. If climate preservation is being seriously pursued in the next decade and automobile makers follow their plans for electric vehicle production, there will be much lower need for GAD stations left in our area and those that remain will be selling a fraction of the volume of gasoline that they do now. This could mean that, regardless of which climate plan the City pursues, the number of local gasoline stations is likely to drop significantly within the next decade from the current 12 to as few as six. Some locations could be repurposed as EV charging stations with amenities such as a coffee shop, convenience store or car wash.

Another approach to eliminating GAD fuels would be for the City to pass a number of ordinances that reduce the subsidies currently offered to GAD-powered cars and trucks. Some of the subsidies

that could be reduced or eliminated for GAD vehicles include City-provided free parking in downtown lots and free parking on the side of public streets, a subsidy the City already limits overnight in Menlo Park. Both of these measures would encourage reductions in vehicle miles traveled (VMT) in the City, as well as conversions to electric vehicles (EVs). These shifts would also offer residents the ancillary benefits of reduced traffic congestion and/or reduced air pollution.

THE GO SLOW PLAN

The Go Slow Plan (GSP) would entail stepping back from climate leadership and following other entities, if and when they step forward to lead. The City would forgo the opportunity to carve out its own unique approach to problems, as we did with the recent Reach Codes, and would likely end up joining County efforts or copying other Cities' approaches. A Go Slow Plan would likely entail sitting quietly on the sidelines and following plans developed and offered by regional or state entities, as they emerge. The Go Slow Plan is by far the most risky of the plans in that it results in the highest likely damage cost to public and private property from sea level rise and would cause the most human suffering in vulnerable parts of our City. Gut-wrenching decisions will face City officials as they decide how much money to spend delaying the eventual loss of real estate valued at

over \$1 billion along our Bay shoreline. One can imagine weighty decisions about what neighborhoods to save resulting in heated disagreement among residents that would tear at the fabric of our community.

Although the Go Slow Plan may look "easy" in the short term, due to the lower staffing requirements and the slower pace of change required now, this approach may in fact prove to be penny wise and pound foolish. In reality, a Go Slow approach simply hands a growing problem to a future City Council, who would have even less time and resources at their disposal to battle climate change and oversee adaptation on multiple fronts.

We understand from the worldwide scientific body, the Intergovernmental Panel on Climate Change (IPCC), that time is of the essence and that in order to have a meaningful impact on climate change, any mitigation efforts must start immediately. This would render the Go Slow Plan scientifically imprudent, leaving the City Council to choose between: a) implementing the Moderate Plan immediately and simultaneously exploring the Bold Plan for later implementation if needed, b) cutting to the chase and just pursuing the Bold Plan immediately or c) developing a plan they feel would perform better.

APPENDIX B

2025 to 2030 Implementation Scope of Work

The updated CAP implementation scope of work outlines specific, feasible actions that the City will take between 2025 and 2030 to achieve carbon neutrality. The actions are organized by CAP strategy and identified by an action ID and a simplified name along with a more detailed description, the lead division(s) responsible for implementation, and estimated target timelines. Action items may shift depending on Council priorities, staffing, and other internal or external factors. Some actions involve policy decisions that would require further discussion and adoption by City Council. For the purposes of the table, the following definitions apply: short term is within one (1) year; medium term is within three (3) years, and long term is within five (5) years.

Interdepartmental collaboration will be crucial for the implementation of the scope of work outlined.

CAP Strategy No. 1: Explore policy/program options to convert 95% of existing buildings to all-electric by 2030					
Action ID	Action name	Description	Lead	Timeline for initiation	Timeline for completion
1.1	Building codes	Adopt pre-wiring requirements for existing buildings in the short term and evaluate performance requirements both new and existing buildings during the 2025 code cycle adoption	Building/ Planning/ Sustainability	Short term	Medium term
1.2	Multifamily electrification support	Support Peninsula Clean Energy (PCE) in the development of multifamily home electrification program	Sustainability	Medium term	Medium term
1.3	Community electrification	Develop additional program options to disperse California Energy Commission grant funds including opportunities for residents who are renting	Housing/ Sustainability	Short term	Short term
1.4	Outreach dashboard	Create a community outreach plan and measurement dashboard to track electrification progress, including data points for gas usage	Sustainability/ Information technology	Short term	Medium term
1.5	Permit streamlining	Continue to evaluate and enhance a permit streamlining program that: <ul style="list-style-type: none"> a. Provides a clear, fast, predictable, and interconnected process for permit applicants and staff b. Includes continuous improvement of permit and inspection process and monitoring best practices from other jurisdictions c. Solicits feedback from stakeholders who complete electrification projects (permit applicants, homeowners, contractors, and staff) 	Building/ Planning/ Sustainability	Ongoing	Ongoing
1.6	Affordable Housing	Require all-electric construction for affordable housing built on City owned land	Housing/ Planning/ Sustainability	Ongoing	Ongoing
1.7	Onsite energy generation	Complete a cost effectiveness study to activate Bayfront zoning green and sustainable building requirements (e.g. Municipal Code section 16.43.140(2)(A)) for onsite energy generation	Planning/ Building/ Sustainability	Medium term	Medium term
1.8	Online electrification education hub	Enhance outreach and education on electrification including presenting the benefits, available incentives, and permit process by improving the website and linking the sustainability, building and online permit websites. Create additional outreach materials and a strategic communications plan to direct community members to the resources online.	Building/ Sustainability	Short term	Medium term

CAP Strategy No. 2: Set citywide goal for increasing EVs and decreasing gasoline sales; and No. 3: Expand access to EV charging for multifamily and commercial properties					
Action ID	Action name	Description	Lead	Timeline for initiation	Timeline for completion
2/3.1	Existing EV program promotion	Inform stakeholders of current incentives and benefits by: a. Promoting existing information on EVs, affordability, and emphasizing current incentives b. Evaluating potential partners for Level 1 & Level 2 charging	Sustainability	Short term	Long term
2/3.2	EV charging network expansion	Focus on expanding EV charging network by: a. Leveraging partners who are already promoting EVs widely to prompt resident EV purchases b. Promoting focus on Level 1 & Level 2 chargers, not DC Fast Chargers, and evaluating future tech as it evolves / can scale c. Continuing to identify public lots for EV charging infrastructure d. Considering removal of other fees from City owned charging and identifying alternative funding to support operation, maintenance, replacement and/or additional chargers e. Explore building code policies to increase EV charging in new multifamily and commercial developments including the City of San Jose's EV charging building code f. Continue to adopt the City's current EV building code amendments with each code cycle	Public works/ Sustainability	Medium term	Long term
2/3.3	Increase EV access	Increase EV charging access in multifamily, small businesses, and city-owned buildings through partnerships, policy, and programs by: a. Exploring the creation of an inventory of installation opportunities in current buildings and future developments b. Partnering with public agencies and private property owners to install EV charging c. Shifting focus to private residences after completing target group above and utilizing lessons learned d. Exploring incentive-based rules (e.g. direct install programs) and building codes for existing buildings	Building/ Sustainability	Medium term	Long term

CAP Strategy No. 4: Reduce vehicle miles traveled (VMT) by 25% or an amount recommended by the Complete Streets Commission					
Action ID	Action name	Description	Lead	Timeline for initiation	Timeline for completion
4.1	Multi-modal networks	Continue to implement the Transportation Master Plan to build connected and safer multimodal transportation networks that make walking, bicycling and transit viable for more trips locally and regionally	Public works	Ongoing	Ongoing
4.2	TDM requirements	Apply and update transportation demand management (TDM) requirements to help produce development that is not dependent on single occupant vehicles	Public works/ Planning	Ongoing	Ongoing

4.3	Shuttle study	Complete a shuttle study to evaluate and optimize shuttle service and implement findings	Public works	Medium term	Medium term
4.4	Infrastructure coordination	Coordinate bike/pedestrian improvements with planned street resurfacing	Public works	Ongoing	Ongoing
4.5	GIS dashboard updates	Update the Transportation Master Plan GIS dashboard to quantify GHG impacts of planned and completed VMT reduction projects (bike lanes, sidewalks)	Public works/ Information Technology/ Sustainability	Short term	Short term
4.6	TDM programs	Continue to operate programs, including the shuttle program and Safe Routes to School (including public, charter and private schools) to enhance transportation options for students, commuters and transit dependent populations	Public works	Ongoing	Ongoing
4.7	Bicyclist engagement	Provide educational and engagement opportunities to support cyclists of all ages	Public works /Sustainability	Ongoing	Ongoing
4.8	Housing Element TOD	Continue to implement Housing Element policies that support transit oriented development	Housing/ Planning/ Public works	Short term	Ongoing
4.9	C/CAG coordination	Coordinate with C/CAG to remove cross-jurisdictional barriers to regional active transportation planning and infrastructure projects	Public works	Short term	Ongoing
4.10	Bike, scooter, and car sharing	Explore opportunities for bike, scooter, and car sharing including City led programs and opportunities at large multifamily and commercial developments	Public works/Sustainability	Medium term	Ongoing

CAP Strategy No. 5: Eliminate the use of fossil fuels from municipal operations					
Action ID	Action name	Description	Lead	Timeline for initiation	Timeline for completion
5.1	Leverage grants	Continue monitoring grant opportunities and prioritize capital projects that leverage grant funding	Sustainability	Ongoing	Long term
5.2	Creative financing	Explore electrification project financing options beyond Capital Improvement Program (CIP) allocations	Public works/Finance/ Sustainability	Short term	Long term
5.3	Fleet right sizing	Conduct a fleet rightsizing study to identify the number and type of vehicles needed for fleet operations and zero-emission alternatives	Public works/Police/ Sustainability	Short term	Short term
5.4	Utility dashboard	Develop or purchase an energy management software/dashboard that integrates utility billing/usage data with existing City asset management software	Information technology/ Sustainability	Short term	Short term
5.5	Facility electrification	Establish facility electrification prioritization criteria and continue to develop and complete projects to electrify all city-owned buildings by 2030	Public works/ Sustainability	Short term	Ongoing
5.6	Fleet decarbonization	Continue to use renewable diesel and replace vehicles with zero-emission options to decarbonize the fleet by 2030 based on mileage, age,	Public works/ Sustainability	Ongoing	Long term

		downtime for repairs, mandated emission regulations and an assessment of all vehicles and equipment with readily available EVs			
5.7	Municipal GHG inventory	Update the municipal GHG inventory	Sustainability	Short term	Short term
5.8	Landfill flare	Capture emissions from Bedwell Bayfront landfill flare	Public works/ Sustainability	Short term	Medium term
5.9	CAP5 dashboard	Make data accessible to show the City's ability to reach its goal by 2030 (e.g. countdown to carbon neutrality, showing percentage of equipment electrified)	Information technology/ Sustainability	Short term	Ongoing
5.10	Microgrids	Explore creating additional microgrid opportunities to enhance community resiliency and preparedness	Public works/ Sustainability	Short term	Long term
5.11	Battery storage	Explore battery storage utility programs to shift peak loads and lower operational costs for city facilities	Sustainability	Medium term	Long term
5.12	V2B charging	Explore and install equipment for vehicle-to-building (V2B) bidirectional fleet charging	Public works/ Sustainability	Short term	Medium term
5.13	Remaining emissions	Develop programs and projects to eliminate the remaining greenhouse gas (GHG) emissions from the municipal inventory beyond building and fleet electrification including implementing programs in compliance with Senate Bill 1383 to increase organic collection services, establish food recovery programs, and purchase recycled organics products.	Sustainability/ Public works	Short term	Long term
5.14	ZELE for City crews	Continue to purchase and deploy zero-emission landscape equipment (ZELE) used by city staff and contractors	Public works/ Sustainability	Ongoing	Ongoing
5.15	Leave-the-leaves pilot	Explore a leave-the-leaves/blower-free park pilot	Public works/ Sustainability	Medium term	Medium term
5.16	Green Business Certification	Explore Green Business Certification for fleet and/or facilities	Public works/ Sustainability	Medium term	Long term

CAP Strategy No. 6: Develop a climate adaptation plan to protect the community from sea level rise and flooding					
Action ID	Action name	Description	Lead	Timeline for initiation	Timeline for completion
6.1	Planning and identifying funding	Engage the community in the areas of the city most vulnerable to the impacts of climate change to develop a climate adaptation plan beyond sea-level rise and flooding supporting implementation of the Environmental Justice Element programs and aligning with the four goals from the State of California framework (to tap into federal and state funding sources): 1) Build awareness and notification 2) Strengthen community services/response 3) Increase resilience of the built environment 4) Utilize nature-based solutions	Sustainability	Short term	Medium term
6.2	Urban forest management plan	Develop an urban forest management plan and lead an early action tree planting effort	Public works/ Sustainability	Short term	Short term

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