

The background of the entire page is a close-up photograph of numerous bright yellow poppies. The flowers are in various stages of bloom, with some fully open and others as buds. The green stems and finely divided leaves of the plants are visible, creating a textured and vibrant scene. The lighting is bright, highlighting the petals and the surrounding foliage.

CITY OF MENLO PARK
ADOPTED BUDGET
FISCAL YEAR 2022–23

Budget Preparation Team

City Council

Betsy Nash, Mayor
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Justin Murphy, Interim City Manager
Nira Doherty, City Attorney

Budget Team

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Budget Contributors

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Community Development

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Library and Community Services

Sean Reinhart, Nick Szegda, Rondell Howard, Natalya Jones

Police

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Public Works

Eren Romero, Adali Arroyo, Tanisha Werner, Hugh Louch

TABLE OF CONTENTS

- BUDGET MESSAGE..... 5**
 - Transmittal Letter..... 7

- CITY OVERVIEW 17**
 - City Profile 18
 - Budget Process..... 20
 - Organizational Chart 22
 - Demographics..... 23

- FINANCIAL TRENDS 25**
 - General Fund Revenue Discussion 26
 - General Fund Expenditure Discussion 34

- DEPARTMENT INFORMATION..... 41**
 - Administrative Services 42
 - Community Development 50
 - General Administration 58
 - Library and Community Services 64
 - Police..... 74
 - Public Works..... 82
 - Non-departmental..... 92

- CAPITAL IMPROVEMENT PLAN..... 95**
 - Five-Year Capital Improvement Plan 96
 - City Buildings and Systems 99
 - Parks and Recreation 103
 - Streets and Sidewalks 111
 - Traffic and Transportation 117
 - Water 123
 - Environment 128

- APPENDIX 133**
 - Budget and Capital Improvement Plan Resolution 134
 - Gann Appropriations Limit Resolution 138
 - Full Time Equivalent (FTE) Personnel Budget 140
 - 5-Year Capital Improvement Plan..... 143
 - 5-Year General Fund Forecast..... 146



**BUDGET
MESSAGE**

City Manager's fiscal year 2022-23 adopted budget

Restoring services and building organizational resilience

Dear Honorable Mayor Nash and Members of the City Council,

As we reflect on the prior year and how far we have come as a nation, a community, and an organization, it demonstrates the magnitude of challenges which are now propelling us toward a sense of normalcy. The City is emerging from the pandemic through the strong leadership of the City Council, the engagement and support of community members, and the dedicated work of professional staff throughout the organization. The City will be even stronger to face the challenges and opportunities in the coming year as we continue to fill vacancies and reengage services. I remain cautiously optimistic as we continue moving forward implementing fiscal year 2022-23 adopted budget. Fiscal year 2021-22 was filled with transition as the City began to restore service delivery to the community, and fiscal year 2022-23 will be a time of renewed focus on building organizational resilience in providing adequate resources for staff to provide service delivery at levels which support the City Council priorities in our commitment to the community.

The fiscal year 2022-23 adopted budget is balanced and identifies service level enhancements from the fiscal year 2021-22 budget, all in an effort to restore service delivery and build organizational resiliency, the theme of this year's budget. The strong financial position of the City, combined with additional resources available through the American Rescue Plan Act, and a steady return of transient occupancy taxes, provide a unique set of circumstances for the City to restore services such as gymnastics and traffic enforcement as part of this budget. Moving forward, the General Fund's five-year forecast anticipates a return of many revenue sources and service capacity in expenditures, due to fiscally prudent decisions in prior years. Fiscal year 2021-22 did not afford an opportunity for the City to complete the traditional goal setting session in January; however, the City is committed to holding this session in the coming fiscal year. The adopted budget includes continued funding for five City Council adopted 2021 priorities: Housing Element Update, Menlo Park Community Campus, Reimagining Public Safety Initiative, Climate Action Plan and Middle Avenue Crossing. The adopted budget includes the use of American Rescue Plan Act (ARPA) funding which is intended as a revenue backfill. There will be ARPA funds remaining in fiscal year 2023-2024 for the City Council to provide staff direction in allocating. As is always the case, the budget is a living document and I expect that fiscal year 2022-23 will require the same level of agility and revision during the year. This budget provides a framework to meet future challenges, I look forward to the opportunity to lead the City organization which continues to evolve to better serve the community.

Justin Murphy,
Interim City Manager

Transmittal Letter

ADOPTED BUDGET ADDITIONS - SERVICE LEVEL ENHANCEMENTS

Extraordinarily difficult circumstances required the City organization to focus the prior fiscal year's budget primarily on painful service reductions, but the outlook leading up to the start of fiscal year 2022-23 is substantially more optimistic. The fiscal impact of each service level enhancement is expressed as a net impact after considering both expenditures and revenues. At the direction of City Council during the budget principles meeting, these service enhancements were included in the adopted budget. Staff five-year forecast of the General Fund demonstrates these level of services are sustainable over that period.

Drought coordination and support - \$0.13 million

1.0 FTE sustainability specialist - This enhancement adds 1.0 position to Public Works to support increased drought coordination. Throughout 2020 and 2021, California and the bay area received very little rain fall, and the Sierra Nevada mountains (the source of much of the water supply for the region) received low snowfall. In 2021, Governor Newsom declared a state of emergency and has taken progressively increasing actions to require water conservation in light of dry conditions. On March 1, the City Council declared Menlo Park Municipal Water to be in a drought (stage 1); and on May 25, City Council will consider escalating the drought stage consistent with the Governor's March 28 executive order and anticipated actions by the State Water Board. Given the severity of the current drought, and in anticipation of it worsening through summer 2022, this enhancement adds a Sustainability Specialist to provide support for increased customer service calls, drought education, water conservation programming, and public engagement about the worsening conditions.

SAFER Bay staffing - \$0.20 million

1.0 FTE associate engineer - This enhancement adds 1.0 position to Public Works to coordinate work on SAFER Bay, sea level rise adaptation plan implementation. On Nov. 9, 2021, and Jan. 25, 2022, the City Council provided direction and approved, respectively, the City to take a lead role in securing and managing a Federal Emergency Management Agency "Building Resilient Infrastructure and Communities" grant toward the project. The grant opportunity represents a collaborative effort between the City, the SFCJPA, PG&E and Meta to pursue an application for public outreach, design, environmental documentation, permitting, and construction for a portion of SAFER Bay within Menlo Park. The term of this position is proposed to coincide with the duration

of SAFER Bay, initially a three-year term, during which the schedule for construction is expected to be confirmed as staff learns more about the timing and availability of funding; as of now, staff is expecting approximately five years from FEMA notification of the grant award. This position is funded by the City's capital improvement program and partially reimbursed by the grant proceeds.

Emergency preparedness coordinator - \$0.16 million

1.0 FTE equivalent to management analyst or project manager - This enhancement adds 1.0 position in Police, dedicated to working with all citywide departments, to establish a dedicated and expert emergency preparedness resource that is steadfastly committed to the city's interests, and capable of connecting and coordinating with all available partner resources.

While the use of a technical expert from Menlo Park Fire Protection District is beneficial for any immediate needs and maintenance of basic awareness and high-level training, there is an articulated need for the establishment of a dedicated asset within the City of Menlo Park. Menlo Park would strongly benefit from a city employee positioned to coordinate with all departments in the organization:

- Operating with the exclusive interest of preparing the city in its resilience to potential emergencies and disasters
- Training to operate essential unified incident command and emergency operations center functions
- Serving as a well-prepared partner with the Menlo Park Fire Protection District, collateral governmental and other public service and safety entities, and any activated volunteer corps

The position is tasked with updating the existing Emergency Operations Plan and identifying ongoing training needs across all city departments. This position will work closely with the Menlo Park Fire Protection District on coordinated responsibilities, and with local bordering municipalities and the County to ensure interoperability in the event of an expanded incident. The coordination of training for all essential city personnel would be an ongoing responsibility that would involve available training opportunities, both practical and academic, at the local, state and federal levels. Operation of this position from within Police Department is a mutual decision among the City's Executive Team that it would be best to house this position within the organization's only dedicated public safety department. This puts the position closest to the most immediate first responders, and takes advantage

of the close working relationship of first responders for the necessary management and oversight of the position. Operating from within Police also lends the position some public safety credibility with other departments, which can get lost when the emergency preparedness coordinator is located in a largely administrative department like the City Manager's Office, or separately in a fire department that is not part of the city organization.

Community service officers - \$0.62 million

3.0 FTE community service officers - This enhancement restores 2.0 positions and adds 1.0 net new position (total 3.0) – two are assigned to Patrol Division, and one added to the Training and Public Relations Unit. Two Patrol CSOs were eliminated in the fiscal year 2020-21 budget. The primary duties of Patrol CSOs provide in-person police services that do not require the presence of a sworn, armed police officer. This provides a more community-oriented and neutral police presence in situations where peacekeeping efforts or arrests are not required. CSOs provide an opportunity to stay engaged with the community in a manner that provides an expert presence in the field without the appearance of over policing, while assisting the public safety mission and keeping sworn personnel available for any needed peacekeeping or urgent safety-related response.

Additionally, Menlo Park's CSOs have served as experts in Crime Prevention Through Environmental Design (CPTED) and complex evidence collection tasks such as digital evidence, DNA swabs and fingerprint dusting and assisting the department in processing of Online Police Reports (another strategy to maximize critical crime information through a manner that does not require sworn police response). CSOs are also important in community engagement opportunities such as National Night Out, Coffee with a Cop, Community Police Academy and other opportunities to interact with the public through both in-person and virtual presence. One additional CSO drastically enhances the department's ability to stay in direct touch with the community through more efficient communication across social media platforms, and through coordinating public-police partnerships like Neighborhood and Business Watch.

Traffic unit and staffing support - \$0.62 million

3.0 FTE police officers - This enhancement returns 3.0 positions to the Police Department to support an increased need for traffic support for the return of workforce commuters and special events. The Police Department absorbed a 20% staffing reduction (8 sworn officers and 2 trainees for sworn officers) during

cuts in 2020 to support potential revenue shortfalls. This resulted in a centralization of policing services and elimination of two specialized police units – traffic enforcement (Traffic Unit) and street crimes (drug, gang, violent offenders) enforcement (Special Investigations Unit). During this time, commuter traffic and workforce population were significantly reduced due to remote work – particularly with the 25,000 approximate employees at the Meta campus working off-site, and school-age children learning at home and not contributing to pedestrian and bicycle traffic in a Menlo Park jurisdiction used to a robust pedestrian and bicycle population. In fall 2021, Menlo Park saw the return of school-age youth to their bicycle and pedestrian commutes, and in March 2022, the Meta workforce began to return to campus. This has caused a marked increase in public interest for traffic safety, and the return to more normal community functions spurred requests for special events in summer 2022 – community events for which the Traffic Unit has historically been a crucial safety planning partner.

While the Police Department has worked to rebuild a Traffic Unit from existing personnel, the 20% reduction in staffing made it extraordinarily difficult to sustain this unit. The assigned Traffic Unit officers are reassigned for significant lengths of time to the general patrol workforce to cover minimum staffing needs, as the reduced workforce makes operating with at least minimum staffing difficult. This addition allows Police to return sufficient staffing to fully redeploy a traffic unit without impacting the rest of the department. This addition is modest in comparison to staffing levels before 2020 (roughly returning 1/3 of cut sworn positions).

Parking enforcement personnel or contract services - \$0.21 million

Parking enforcement - This enhancement allows Police to establish partnership with an outsourced service that provides citywide daytime parking enforcement. The department recognizes that the overnight parking program has some unique needs in terms of hours of operation and the potential for a community policing approach. The department intends to retain personnel and control in regard to the overnight parking program, and outsource daytime enforcement only.

As services resume throughout the city, there is an increased need for parking enforcement to restore compliance with parking regulations and improve the quality of life for those living and working in our community. A partnership with a full-service parking management company has the capacity to provide a well-managed parking enforcement program, consistent parking enforcement and a

Transmittal Letter

source of revenue to offset the contractual expense. Fair, equitable and consistent enforcement of city regulations helps to reduce the number of complaints and concerns generated by local business owners and residents experiencing double parking, blocked driveways, parking in permit only neighborhoods and enforced time restricted parking.

This strategy has been the preference of several local cities in recent years. While the pure goal of enforcement is always to gain 100% compliance with paid parking and parking restricted areas citywide, there has been consistent revenue generated from parking enforcement fines in non-pandemic years that served to neutralize the costs of parking enforcement. Outsourced parking enforcement also provides scalability of personnel and technology capabilities beyond the current capabilities of internal resources.

The department's preference is to publicly announce a request for proposal for parking enforcement. Similar expenditures for parking enforcement programs in surrounding cities amount to approximately \$500,000 annually.

Gymnastics restoration - \$0.69 million

5.75 FTE: 2 program assistants, 2.75 instructors, 1 recreation coordinator - This enhancement adds 5.75 positions to reactivate the gymnastics program, consistent with pre-pandemic staffing levels. Personnel costs would be partially offset by program revenues of \$.46 million.

Housing support - \$0.18 million

1.0 FTE management analyst - This enhancement adds 1.0 position to support the current and increased demand for administration and implementation of the city's below market rate housing program and other housing programs.

Deputy city clerk restoration - \$0.15 million

1.0 FTE deputy city clerk - This enhancement adds 1.0 position and restore a staff backup for the city clerk. The position will assist with City Council needs and city records (e.g., agendas, resolutions, ordinances, minutes, etc.), and assist with Information Technology Master Plan items related to agenda and legislative management.

Graphic designer - \$0.15 million

1.0 FTE graphic designer - This enhancement adds 1.0 position for a trained graphic designer to produce a variety of print and digital materials, both routine and complex; including publications, notices, social

media and digital graphics for web and video for all departments. Items include bilingual mailers, budget book, handbooks, activity guide, candidate guide, training manuals, flyers, posters, signs, advertisements, etc. This will increase staff capacity and responsiveness for internal and external needs, allowing for better communications planning, staff training and engagement with residents.

Climate resiliency \$0.18 million

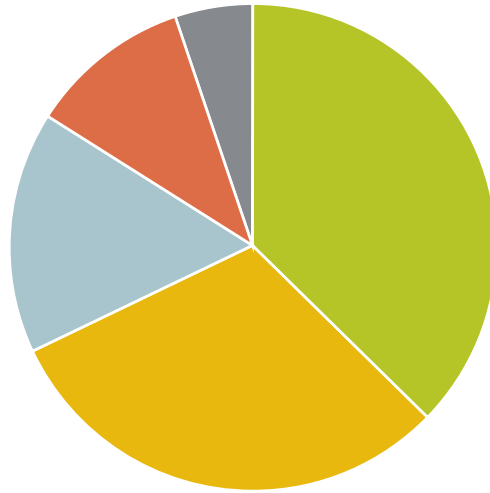
1.0 FTE management analyst - This enhancement adds 1.0 position to support planning and implementation of under resourced approved or soon to be approved projects and plans (e.g., local hazard mitigation plan, health and safety, environmental justice elements) as it relates to increasing the city and community's ability to adapt to the negative impacts of climate change (extreme heat, flooding, drought, wildfires, poor air quality, mental and physical health impacts) through resiliency efforts (e.g., energy and water security, sea level rise, protection against poor air quality, etc.). Currently, there are various city activities underway in different departments that address some elements of climate adaptation and resiliency. However, there is a need to coordinate and implement activities in recently approved plans, educate the organization and the community on climate adaptation, and provide on-going long range planning and strategy support.

AUTHORIZED STAFFING LEVELS

The chart to the right compares authorized staffing levels, expressed as full-time equivalent (FTE) employees for adopted budgets 2019-20, 2020-21, 2021-22 and 2022-23. As previously discussed, notable changes include the addition of 18.75 additional FTEs over prior year baseline of 271.75. The following list outlines the additional FTEs along with impacted departments and services.

- City Manager's Office (3 FTEs) - deputy city clerk, graphic designer, management analyst II
- Police (7 FTEs) - community service officers (3), police officers (3), emergency preparedness coordinator
- Public Works (2 FTEs) - associate engineer, sustainability specialist
- Library and Community Services (5.75 FTEs) - gymnastics instructor (2.75 FTEs), program assistant (2 FTEs), recreation coordinator
- Community Development (1 FTE) - management analyst II

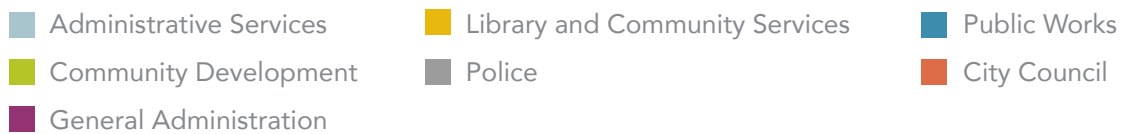
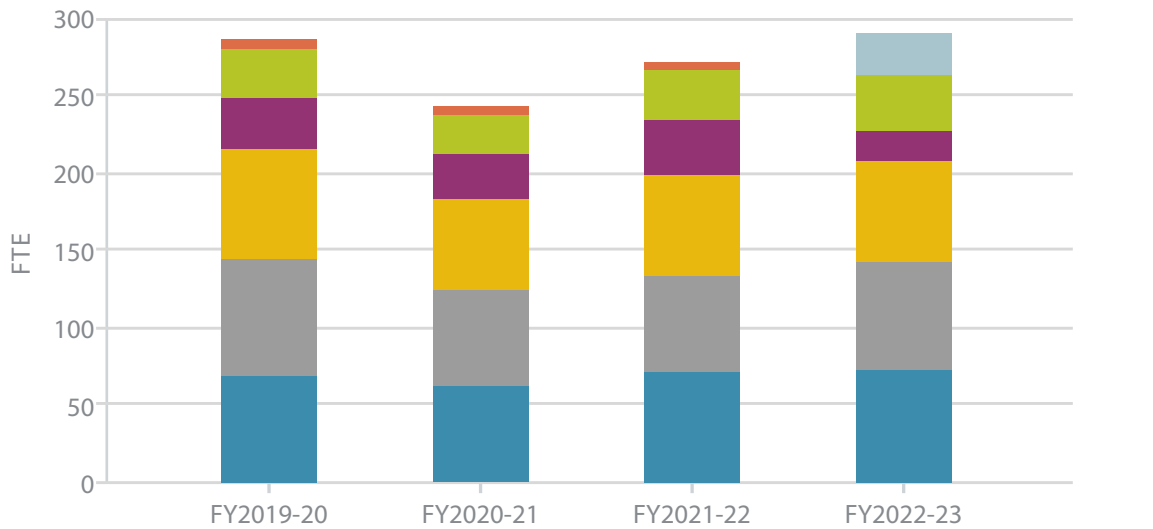
SERVICE LEVEL ENHANCEMENT FY2022-2023



18.75 Additional FTEs



FTEs BY DEPARTMENT FY2020-2023



Transmittal Letter

REVENUE AND EXPENDITURE SUMMARIES

The City utilizes fund accounting, separating available resources and expenditures according to their intended use. Charts below present the City Manager's adopted budget for fiscal year 2022-23 in two levels, All funds and General Fund. The below chart contains all transactions including bond proceeds, debt service, transfers and unrealized gain/(loss). When presenting this Citywide information at various meetings, staff may choose to exclude certain transaction types.

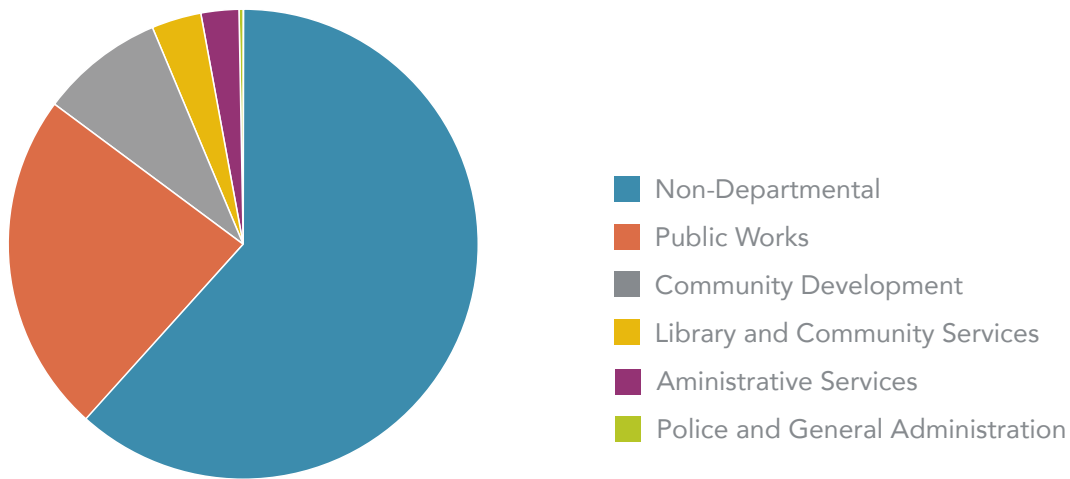
All funds

This presentation discusses revenues available and proposed expenditures across all funds, including operating, capital, and special revenue funds with prior year actuals, current year forecast and budgeted expenditures displayed. Users are able to click a report to see a variety of report presentations and drill down to lower levels of planned revenues or expenditures.

General Fund

The largest and most active of the city's funds, the General Fund represents the most discretionary of the available revenues and expenditures. Available for a wide variety of uses from recreation classes to public safety and funded by sources ranging from property taxes to franchise fees, the General Fund spending plan represents many of the priorities outside capital investment.

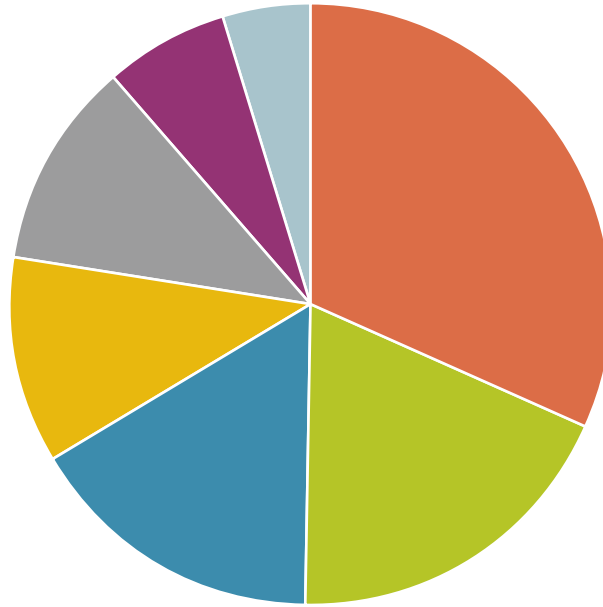
DEPARTMENTAL REVENUES
FY2022-2023



DEPARTMENT REVENUES SUMMARY FY2019 TO FY2023

DEPARTMENT CATEGORY	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Non-Departmental	58,785,590	67,603,091	52,037,406	78,025,007	96,767,859
Public Works	41,392,427	41,457,430	29,726,251	55,446,522	36,924,892
Community Development	6,718,395	11,048,642	6,150,830	11,387,956	13,376,050
Library and Community Services	6,839,929	5,527,308	3,176,914	3,291,717	5,370,700
Administrative Services	9,018,364	8,706,524	8,351,727	3,993,469	4,093,742
Police	4,343,197	3,593,750	1,356,335	753,845	449,000
General Administration	325,147	612,724	481,152	10,613	0
TOTAL	127,423,049	138,549,469	101,280,615	152,909,129	156,982,243

DEPARTMENTAL EXPENSES
FY2022-2023

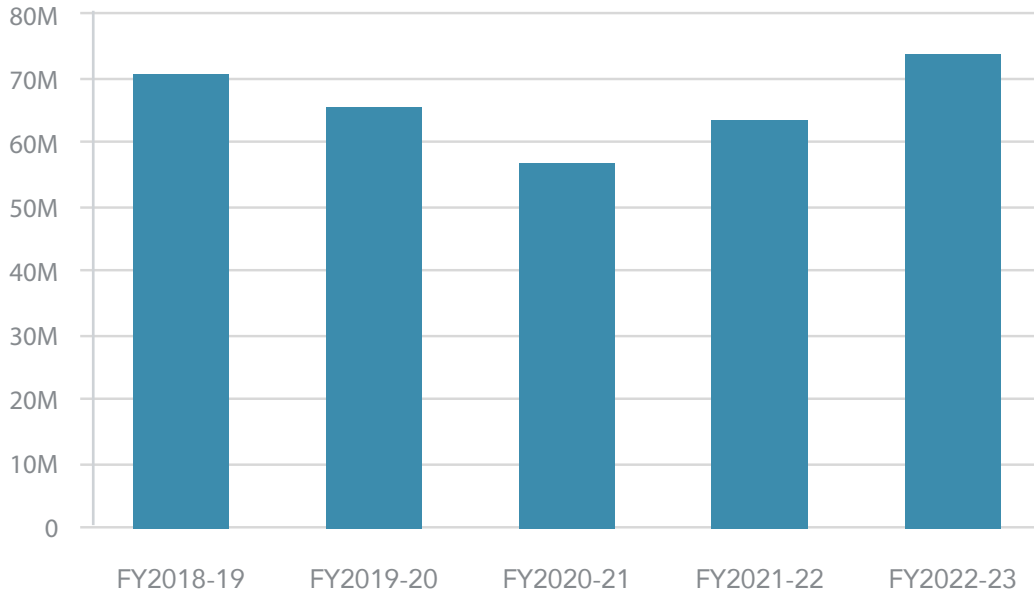


- Public Works
- Police
- Non-Departmental
- Library and Community Services
- Community Development
- Administrative Services
- General Administration

DEPARTMENT EXPENSES SUMMARY FY2019 TO FY2023

DEPARTMENT CATEGORY	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Public Works	35,632,146	43,606,258	38,971,711	38,082,882	39,516,089
Police	19,064,685	19,934,374	18,443,469	17,362,299	22,951,641
Non-Departmental	14,812,134	27,116,632	12,305,028	18,476,884	20,082,346
Library and Community Services	12,993,305	12,790,433	10,222,993	10,258,761	13,746,383
Community Development	7,188,736	10,544,059	7,568,591	8,120,163	13,168,074
Administrative Services	5,550,710	6,600,040	6,121,989	6,676,462	8,263,431
General Administration	4,351,024	4,219,860	3,842,054	4,283,800	5,830,514
TOTAL	99,592,739	124,811,656	97,475,836	103,261,251	123,558,478

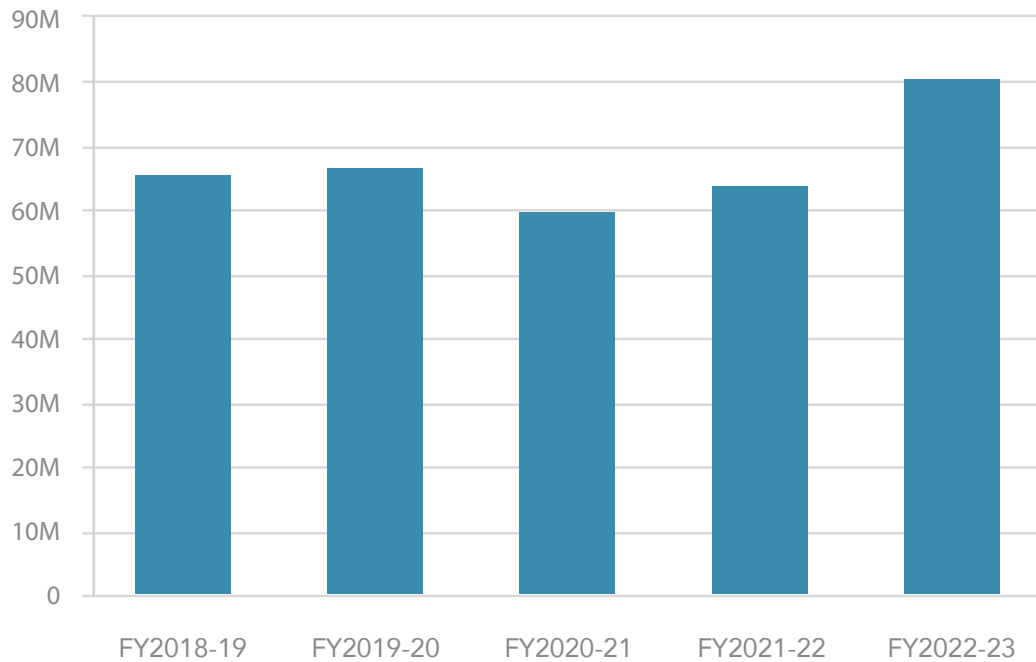
GENERAL FUND REVENUES FY2019-2023



GENERAL FUND REVENUES SUMMARY

OBJECT TYPE (RE)	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Taxes	45,411,449	43,497,627	40,036,406	48,086,962	51,963,083
Other Financing Sources	520,996	842,237	595,008	668,853	7,723,831
Licenses & Permits	5,233,753	4,116,682	4,653,741	5,732,345	5,173,500
Charges for Services	12,526,876	10,317,674	5,858,751	4,968,498	5,008,550
Franchise Fees	2,181,173	2,203,963	2,137,124	2,344,186	2,430,500
Use of Money & Property	1,606,573	2,485,983	1,479,221	1,417,813	1,518,266
Fines	1,440,003	709,141	408,572	271,855	185,000
OTHER REVENUE	288,666	77,622	127,454	34,659	0
INTER GOVERNMENTAL REVENUE	1,506,071	1,571,831	1,441,241	12,592	0
TOTAL	70,715,560	65,822,760	56,737,521	63,537,763	74,002,730

GENERAL FUND EXPENSES FY2019-2023



GENERAL FUND EXPENSES SUMMARY

OBJECT TYPE (EX)	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Salaries and Wages	26,516,043	27,550,861	25,072,721	22,568,034	32,485,962
Fringe Benefits	13,416,635	15,122,953	13,987,556	13,747,605	15,251,474
Services	7,374,616	6,695,676	6,374,953	6,338,650	10,921,678
Transfers	8,310,796	7,437,863	5,877,757	11,998,885	8,831,190
Operating Expenses	6,600,745	6,459,459	4,967,802	5,901,476	8,667,833
Utilities	1,664,419	1,725,328	1,681,882	1,438,338	1,720,373
Repairs & Maintenance	737,990	894,657	942,763	890,300	1,042,796
FIXED ASSETS & CAPITAL OUTLAY	192,561	351,151	123,556	164,182	882,100
SPECIAL PROJECTS EXPENDITURES	320,638	353,142	278,997	326,565	303,950
TRAVEL	141,053	62,362	15,836	19,125	180,870
RENTAL OF LAND AND BUILDINGS	70,691	100,808	50,675	60,570	142,000
TOTAL	65,346,188	66,754,260	59,374,498	63,453,730	80,430,226

CITY OVERVIEW



City Profile

THE COMMUNITY

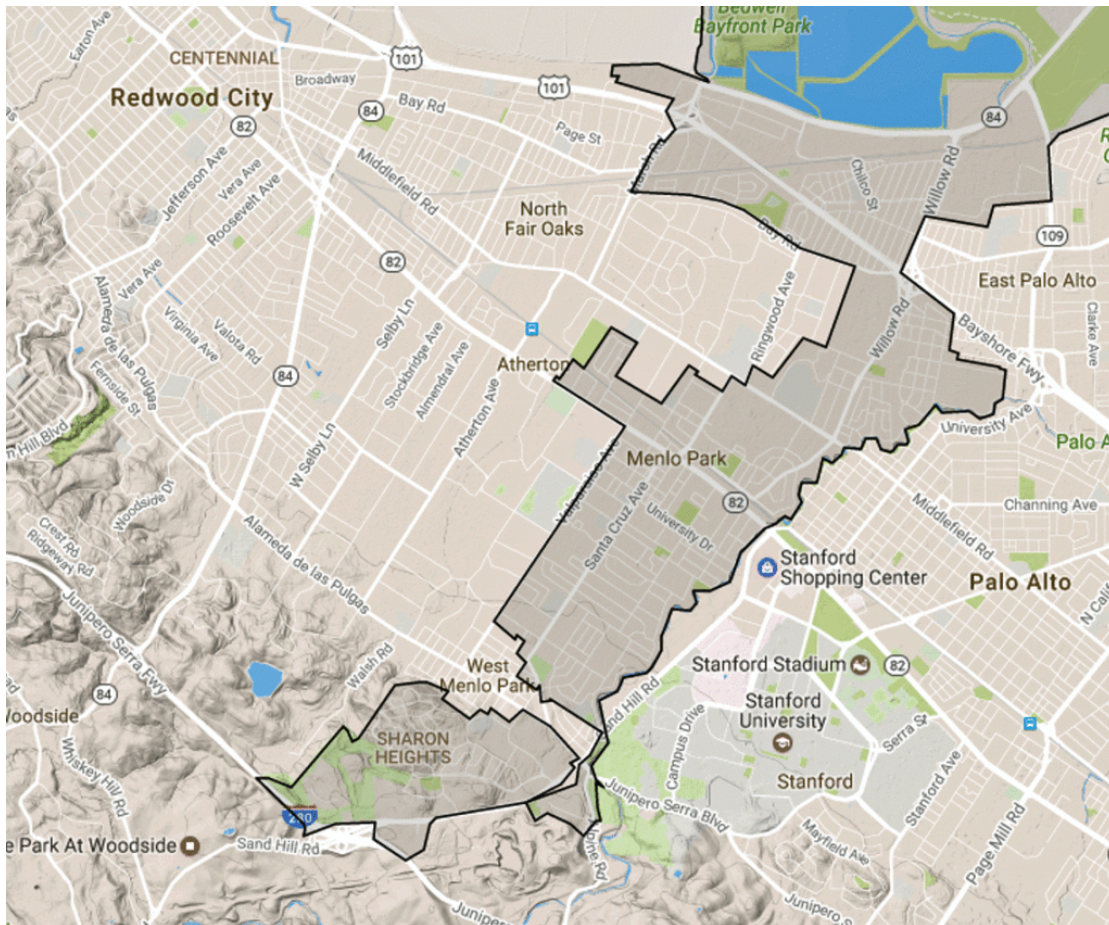
Menlo Park is a city of beautiful, tree-lined neighborhoods and active commercial districts. Located conveniently between the major metropolitan areas of San Francisco and San Jose, Menlo Park is home to just under 34,000 residents in its 19 square miles. The stunning natural surroundings of the city afford views of the San Francisco Bay to the east and the Pacific Coastal Range to the west. Menlo Park's climate is moderate to warm, with an average of 265 sunny days a year.

Menlo Park's residents reflect a range of backgrounds and interests who tend to be well educated and actively engaged in community life. Excellent public and private schools serve its many young families, while residents of all ages enjoy the City's numerous parks and recreational facilities. The city's close proximity to Stanford University and Menlo College provide a multitude of academic, cultural and athletic event opportunities. The arts and leisure activities of the major urban areas of San Francisco and San Jose are close by. These and many other amenities contribute to Menlo Park's outstanding quality of life.



LOCATION

Located in the heart of Menlo Park is a downtown featuring unique and upscale shops and restaurants. Set in a pleasant, pedestrian-oriented atmosphere, Menlo Park's downtown area attracts locals and visitors alike. Known worldwide as the "Capital of Venture Capital," Menlo Park is well situated to benefit from and help shape new technologies and markets originating from the Silicon Valley. The city hosts such major employers as SRI International, Facebook, Pacific Biosciences, E*TRADE Financial Corporation and CS Bio Co.





CITY COUNCIL

The City Council is the City's five-member governing body whose members are elected for overlapping four-year terms. Menlo Park's city councilmembers serve part-time. Effective November 2018, the City began the transition from at-large elections to by-district elections. Three of the five city councilmembers were elected at-large in November 2018 to four-year terms expiring in 2022. The transition to by-district elections was completed in November 2020 with the final two city councilmembers elected to four-year terms expiring in 2024. The City Council selects from among its members, the Mayor and Vice Mayor to one-year terms at its first meeting in December of each year. The mayor, who represents the City of Menlo Park, serves as the presiding officer of the City Council and signs enacting ordinances and contracts. City Council meetings are generally second and fourth Tuesdays at 6 p.m. in the City Council Chambers located at 701 Laurel St. In response to state and local emergency declarations due to the COVID-19 pandemic, City Council meetings are temporarily held virtually. Meeting agendas, minutes and participation information for virtual meetings are available on the city website.

CITY GOVERNMENT

Menlo Park is a General Law city under the State of California, and operates under the council-manager form of government. The City Council appoints the city manager and city attorney, as well as members of a variety of advisory commissions and committees. The municipal government is organized into operating departments, including General Administration, Community Development, Library and Community Services, Police and Public Works. In addition to its many attributes, Menlo Park has one of the most beautiful civic center campuses in the Bay Area. Heritage trees, a running fountain and a duck pond surround City Hall. The campus also includes a nine-acre park, recreation facilities and the Menlo Park Library. These civic amenities make the campus a noted destination for residents, local employees and visitors. Conveniently located, the campus is a short walk to the Menlo Park Caltrain Station and the downtown retail district. The city website is the primary source for information about services, programs, projects, events, meetings, policies, employment and volunteer opportunities.

Budget Process

BUDGET CALENDAR

Like any complex organization with an annual budget of over \$120 million, the process to develop and produce the budget is continuous throughout the fiscal year, which runs from July 1 to June 30. The COVID-19 pandemic, which started in 2020, staff turnover and other issues have necessitated modified approaches to budget development, but have followed the following budget development cycle this fiscal year.

July through September

- Departments report on performance from previous fiscal year
- Encumbrances and project carryovers incorporated into budget

January through February

- Preliminary budget discussion and review of prior budget development
- Operating budget file developed in budgeting application
- Collaboration with Human Resources on labor file, memoranda of understanding, consumer price index adjustments, etc.

March through April

- Budget schedule, directions, and budget guidance provided to departments
- Complete workforce labor budget and forecast and review with City Manager
- Bring budget principles to City Council along with any service level enhancements

May through June

- Update budget forecast with April actuals and lock department budget requests
- Update or develop any long-term General Fund forecast
- Annual budget workshop/study session, publish the online budget transparency portal
- Budget and five-year Capital Improvement Plan public hearing
- Budget adoption

FISCAL YEAR 2022-23 BUDGET PREPARATION

The fiscal year 2022–23 budget marks the ninth year of the department-based budget structure and document and the third year of an online-first presentation. Before fiscal year 2014–15, the City budgeted by program and service as opposed to department and division. The program/service budget structure allocates resources to specific services provided, which ideally allows users of the budget to understand what services are offered and how those services cost. While this can be a great way to present budget information, from a practical perspective, it made the city budget difficult to understand. With 30 distinct programs and over 110 services, the fiscal year 2013–14 budget was so finely parsed that the answers to typical budget-related questions such as “How much does it cost to run the Police Department?” or “How many employees are there in Public Works?” were very difficult to provide. Further, the number of programs and services made budget management difficult and time-consuming, taking time away from other tasks.

With the introduction of new budget development software, both the department-based and program-based budgets are available for inquiry and review by members of the community. The dynamic online reports created as part of the budget preparation process allow users to filter by a number of categories including departments, programs (divisions), projects, and type of revenue and/or expenditure. Additionally, users may drill down in these reports to the object-level of budgeting and accounting, so users may view any level of detail or aggregated budget.

The development of the fiscal year 2022–23 operating budget began in February with departments updating revenue and expenditure estimates for the current year, as well as developing next year’s budget proposals. The substantial changes to services offered in fiscal year 2022-23, combined with the desire expressed by the City Council to have a holistic view of potential budget changes results in a proposed budget which is largely a carry-over budget but with a wide range of potential changes as directed by a majority of the City Council during the budget consideration and adoption process.



BUDGET POLICIES AND PRACTICES

Budget management and appropriations control

The City Manager has responsibility for management of the overall City budget and maintenance of appropriations control. The City Manager is authorized to transfer budgetary amounts within a single fund; however, any revisions altering the total expenditures of any fund must be approved by the City Council. Appropriations, which become effective each July 1, lapse at the end of the fiscal year, with the exception of appropriations for capital improvement projects and multi-year studies. Due to the nature of these projects, which often span multiple fiscal years, unexpended capital improvement project funds are automatically carried forward to the following fiscal year as part of the project budget and do not require re-appropriation by the City Council.

Fund accounting

The City's financial information is organized by fund, with each fund being a separate and distinct entity. There are three types of funds: governmental, proprietary and fiduciary. The General Fund, which is a governmental fund, is the City's main fund that accounts for the vast majority of the City's operations, including but not limited to: police services, recreation, planning, building inspection, library, engineering, parks maintenance, street maintenance and general administration. Other types of governmental funds include special revenue funds and capital projects funds, which, unlike the General Fund, account for specific revenues and are used for specific purposes. Proprietary funds are used to account for the City's activities that are financed and operated in a manner similar to private business enterprises and include enterprise funds (water capital and operations) and

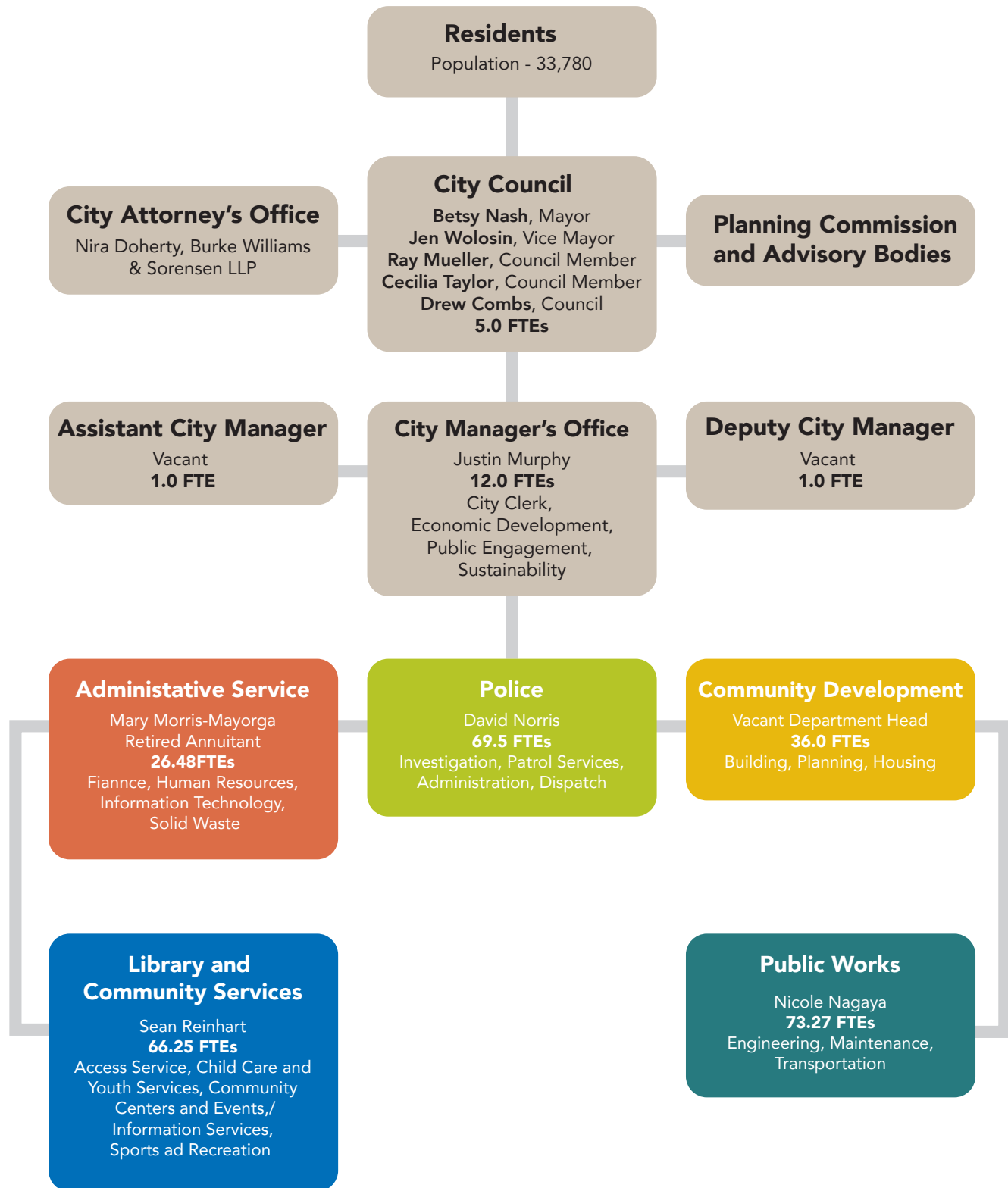
internal services. The City's fiduciary funds are agency funds that are used to account for certain assets held on behalf of others, and the City's role in these funds is strictly custodial in nature. The City does not budget its fiduciary funds.

Basis of budgeting

Basis of budgeting refers to the method used to recognize revenues and expenditures in the budget, and in Menlo Park, the basis of budgeting is the same as the basis for accounting, with the exception of depreciation, amortization, unrealized gains/(losses) and transactions of this nature. For governmental and fiduciary funds, the modified accrual basis is followed. Under the modified accrual basis, revenues are recognized only when they become susceptible to accrual, which means when they become both measurable and available. Revenue is measurable when the amount of the transaction can be determined, and it is available when it is collectible in a manner that allows it to be used to pay for liabilities in the current period. Governments normally define an availability period for revenue recognition, and the City considers revenues related to a particular fiscal year available if they are collected within 60 days after that fiscal year's end. Sixty days is a common revenue recognition period. Expenditures are typically recorded when the liability is incurred, with the exception of debt service expenditures. Debt service expenditures are recorded when payment is due.

The accrual basis is used for the proprietary funds, which includes the enterprise funds and the internal service funds. Under the accrual basis, revenues are recognized when they are earned, and expenses are recognized when the related liability is incurred.

Organizational Chart



Demographics

2020 U.S. CENSUS OF POPULATION AND HOUSING DATA

Population	
Male	49.70%
Female	50.30%
2010 to 2019 change in population	8.40%
2000 to 2010 change in population	4.00%
1990 to 2000 change in population	14.40%
Total Population	33,780

Median household income (2015–2019)	\$160,784
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Households and Housing Units	
Owner occupied units	57.9%
Renter occupied units	42.1%
Total Households	11,906
Average Household Size	2.78

Age	
0–4 years	7.60%
5–18 years	17.3%
18–65	61.10%
65+ years	14.00%

Total Housing Units	
Owner Occupied Units	6,927
Renter Occupied Units	5,420
Total Occupied Housing Units	12,347

Ethnicity	
White Alone	67.20%
Asian	15.00%
White alone, not Hispanic or Latino	58.20%
Black or African American alone	4.50%
Two or more races	5.00%
Native Hawaiian and Other Pacific Islander alone	2.00%
American Indian and Alaska Native alone	0.70%
Total	100.00%
Hispanic or Latino	15.50%

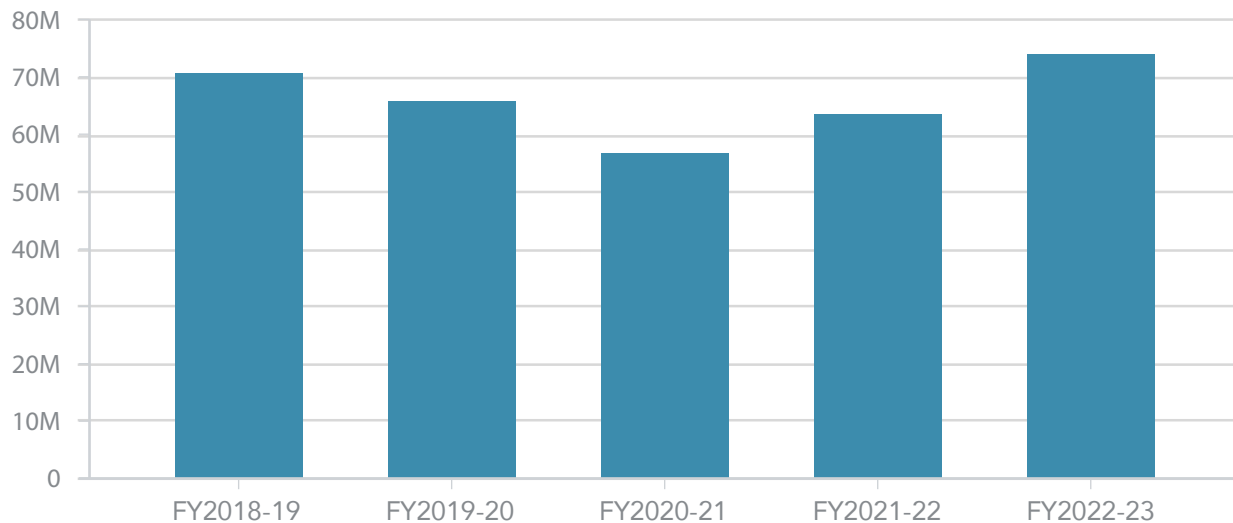


FINANCIAL TRENDS

General Fund Revenue Discussion

REVENUE DISCUSSION FOR SOME OF THE LARGEST CATEGORIES IN THE GENERAL FUND

REVENUES SUMMARY
FY2019 TO FY2023



GENERAL FUND REVENUES SUMMARY

FUND NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
General Fund	70,715,560	65,822,760	56,737,521	63,537,763	74,002,730
AMOUNT	70,715,560	65,822,760	56,737,521	63,537,763	74,002,730

PROPERTY TAXES

As the City’s largest revenue source, property taxes are essential to understanding the fiscal health of the City in current and future years. For Menlo Park and the surrounding area, property taxes have proven quite resilient even through the depths of the Great Recession, a trend which may or may not continue to impact the local as well as broader economies. This resilience is attributed to location, land use decisions, significant investment in real estate improvements, and turnover in the housing stock. As property changes

hands, new base year assessed valuations occur in accordance with State law which caps property tax rates at 1% adjusted annually for cost of living not to exceed 2% (Proposition 13).

Property tax is comprised of several components with secured property tax, the tax on real property and the structures on that real property, making up the single largest component. Secured property tax revenue is driven primarily by increases in assessed valuation. Unsecured property tax represents the tax

General Fund Revenue Discussion

on appurtenances such as furniture. Supplemental property tax is the result of reassessing the value of real property when there is a change of ownership or new construction is completed after the official lien date. Documentary transfer tax is a tax imposed on documents exchanged in the transfer of interest in real estate and is based on the value of the real estate. The tax collector administrative fee is budgeted as a contra-revenue, displayed as a negative number, which offsets the net receipts to the City for property taxes.

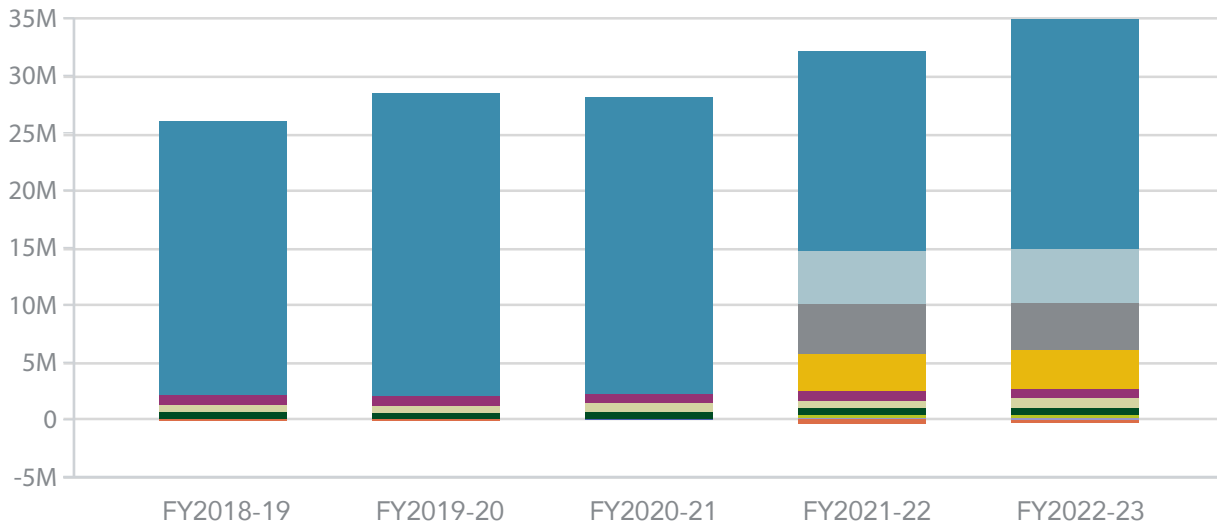
With economies rebounding from the COVID-19 pandemic, property taxes as a whole are budgeted at \$2.8 million over the 2021-22 forecast. The City's forecast is developed based on April YTD actuals or 83% of actual receipts. The only element of the

secured property tax budgeted lower than forecast is the excess Educational Revenue Augmentation Fund (excess ERAF). The City is budgeting down to \$4.1 million from a forecast amount of \$4.4 million. This amount is derived from a calculated formula and provided from the County of San Mateo. The City feels confident this amount will be received in fiscal year 2022-23 and therefore is budgeting 100% of these receipts. The General Fund's 5-Year forecast reduces this amount by \$.3 million annually based on the County's guidance.

Property taxes, shown below in Exhibit 1.09, total \$34.6 million for fiscal year 2022-23, up from 2021-22's forecast of \$31.8 million.

EXHIBIT 1.09A

TAXES FY2019 TO FY2023



- Secured Property Tax-Current
- Property Transfer
- Unitary
- VLF
- Unsecured Personal Prop Tax
- Homeowners Prop Tax Rel.
- Excess ERAF
- Supplemental Tax
- Tax Collector Admin Fee Contra
- RPTTF
- AB1290 Pass Through-Las Pulgas

General Fund Revenue Discussion

TAXES

OBJECT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Secured Property Tax-Current	23,975,575	26,328,428	25,958,900	17,441,772	20,020,457
VLF	0	0	0	4,571,915	4,677,710
Excess ERAF	0	0	0	4,410,741	4,168,229
RPTTF	0	0	0	3,232,012	3,354,684
Property Transfer	828,003	952,670	828,531	800,000	840,000
Unsecured Personal Prop Tax	615,669	635,643	610,272	610,272	756,270
Supplemental Tax	578,893	492,940	668,445	661,539	661,539
AB1290 Pass Through-Las Pulgas	0	0	0	256,387	261,515
Unitary	0	0	0	118,303	121,778
Homeowners Prop Tax Rel.	68,293	69,254	70,673	36,073	35,000
Tax Collector Admin Fee Contra	-148,086	-165,487	0	-293,366	-203,401
AMOUNT	25,918,346	28,313,448	28,136,821	31,845,648	34,693,781

PROPERTY TAX FORECAST

Overall, the outlook for property tax is conservative. While property tax receipts are not expected to be impaired to the level that other revenues may be in the face of the economic crisis, the consistently high growth rates experienced over the prior several years are unlikely to continue or resume for some time. Several areas of particular concern may however result in a substantial impairment to future property tax receipts.

Excess ERAF

When the State of California imposed the Education Revenue Augmentation Fund (ERAF) on cities and special districts across the State in the early 1990s to alleviate the State's funding obligations to local schools, property taxes were diverted from cities to schools. As assessed values in San Mateo County grow, the funds deposited to the County's ERAF exceeds the mandated distribution to schools and are returned to the taxing entities. Excess ERAF revenue had been considered at high risk out of concern that the State might update the school funding formulas to fully utilize the ERAF collections. Additionally, the State Department of Finance conducted a review of the allocation methods used by taxing entities to return excess ERAF and may determine that San Mateo County's method excluded some entities to which ERAF was due, resulting in retroactive changes and penalties. Finally, as the State looks to balance its

own budget, legislative changes may remove excess ERAF and repurpose it elsewhere. The City continues to closely monitor this revenue source and update budget expectations accordingly.

Assessed valuation appeals

Another consideration when estimating property receipts are assessed valuation appeals. When owners of a large and complex property appeal their base-year assessed value, the appeal can often take many years to resolve. If the appeal results in a lower Proposition 13 assessed value, the property owner receives a credit for property taxes in excess of the lowered assessment and the loss is apportioned to all cities in the County. In recent years, there have been notable appeals on unsecured property related to aircraft at San Francisco International Airport which have resulted in reductions to Menlo Park's property tax revenue. The County Assessor's staff advised the City in May 2017 that the volume of appeals, the time required to resolve appeals, and insufficient staffing in the Assessor's office to manage the appeals has resulted in a significant backlog in appeal resolutions. One prominent appeal originally filed for the period of 2000 to 2004 was only recently resolved. In addition, the effect of the economic crisis on assessed valuations is unclear at this time and unlikely to be fully known for several years. As a result, property tax collections in future years may be reduced by the timing effect of valuations conducted after tax rolls are finalized.

General Fund Revenue Discussion

TRANSIENT OCCUPANCY TAX

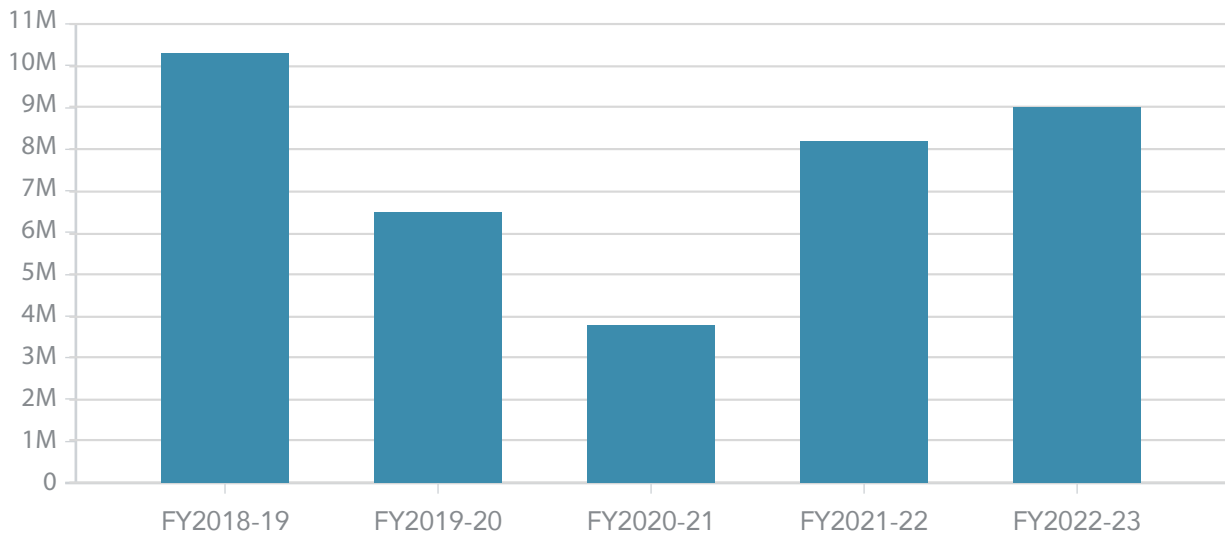
Transient occupancy tax (TOT or hotel tax) is the tax added to hotel guest bills for stays of fewer than 30 days. For fiscal year 2022–23, transient occupancy tax revenue is budgeted at \$9 million, up \$2 million from the fiscal year 2021-22 forecast. Included in this budget is the \$1.2 million guarantee payment from Citizen M. Forecast receipt levels are a result of the development and distribution of COVID-19 pandemic vaccines.

While the number of hotel rooms and the average nightly rate had reached historic highs by the middle of fiscal year 2019–20, such levels are unlikely to resume immediately. Fortunately, the Great Recession

provides some historical guidance on the economic impact on hotels which, for Menlo Park, showed a slowing of transient occupancy tax revenue followed by a steep increase. The differences between the Great Recession and the current public health driven conditions are unknown at this time; staff will continue to closely monitor this revenue source as more information becomes available.

EXHIBIT 1.10

TRANSIENT OCCUPANCY TAX REVENUES
FY2019 TO FY2023



TAXES

OBJECT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Transient Occupancy Tax	10,296,163	6,500,978	3,762,410	8,200,000	9,000,000
AMOUNT	10,296,163	6,500,978	3,762,410	8,200,000	9,000,000

General Fund Revenue Discussion

SALES TAX

Sales tax revenue over the prior five years have been in slight decline due to the pandemic. However, the migration of businesses such as restaurants and retail stores in and out of local economies, apart from the pandemic, causes volatility in this revenue source. The historical loss of major sales tax generating sources has caused this revenue to move from the second largest tax revenue source to third, falling behind transient occupancy taxes. The previously discussed changes to the transient occupancy taxes may result in sales taxes again becoming the second-largest tax source for the City, though a more accurate estimate is difficult to quantify at the time of budget preparation due to the turnaround time in remittances to the City. Sales taxes are budgeted at \$6.6 million for fiscal year 2022-23, up \$0.3 million from 2021-22 forecast.

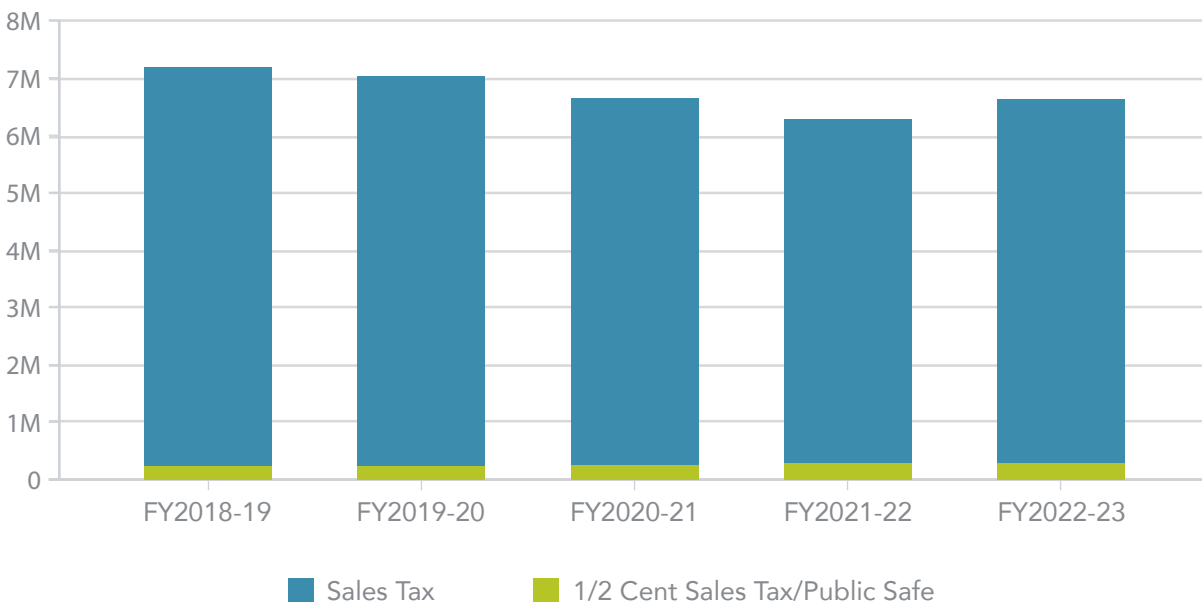
As in prior years, the forecasting process for sales tax is complicated and difficult, due in part to the increasing amount of sales tax received from the County pool. Pooled revenues are expected to continue to be a significant portion of the City's overall sales tax revenue as e-commerce continues to become a larger part of the economy.

When transactions occur online for sales tax-eligible purchases, the 1% share received by cities goes into a County pool for distribution rather than the City where

the goods are delivered. For example, if someone shops at the Staples in Menlo Park and purchases a computer, the City receives 1% of the sale price in sales tax revenue. If that same person buys that computer via the Staples website, the 1% of the sale price, instead, goes to the County pool for distribution to all agencies, as the revenue from online purchases is tracked to the County where the customer is located, rather than to a more precise location due to the lack of detail in the seller's tax return. The County pool is distributed to each jurisdiction based on its share of total taxable sales. This is an important consideration because a jurisdiction's share of pooled revenue is directly tied to its proportion of the local 1% amount it receives in relation to the other jurisdictions in the County. This effect is likely to be slightly but not fully offset by the increased number of online retailers collecting sales tax following a Supreme Court ruling which went into effect during fiscal year 2019-20, but whose full implications are not yet known.

The impact of the economic crisis and of e-commerce on Menlo Park's sales tax revenue will continue to be monitored closely, with the 5-year forecast updated accordingly should conditions change.

SALES TAX REVENUES
FY2019 TO FY2023



General Fund Revenue Discussion

SALES TAX

OBJECT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Sales Tax	6,949,775.24	6,796,374.60	6,413,703.01	6,014,000.00	6,331,250.00
1/2 Cent Sales Tax/Public Safe	232,296.57	231,931.28	246,013.99	274,300.00	290,194.00
AMOUNT	7,182,071.81	7,028,305.88	6,659,717.00	6,288,300.00	6,621,444.00

UTILITY USERS' TAX

The Utility Users' Tax became effective April 1, 2007, imposing the voter-approved maximum 3.5% tax on gas, electrical and water usage and the maximum 2.5% tax on cable, telephone and wireless services. On July 19, 2007, the City Council approved a temporary reduction in the tax rate on all utilities to 1%, which became effective Oct. 1, 2007, and has been reauthorized each year for the maximum period of a temporary reduction of 12 months. Additionally, there is a cap of \$12,000 on the combined annual amount that a user can pay for electric, gas and water. As the historical graph demonstrates, Exhibit 1.12, UUT is not a growing source of revenue, as changes in certain industries, notably the telecom and cable industries, are causing erosion in those revenue sources offsetting any growth from other sources.

UUT is projected to be approximately \$1.6 million in fiscal year 2022–23, representing a 1% increase in accordance with direction from the City Council.

CHARGES FOR SERVICE

This category includes revenue collections from fees charged for services provided by city operations. Due to the effects of the COVID-19 pandemic, many of the services traditionally provided by the City have undergone rapid and fundamental change. Social distancing, sanitation requirements, and budgetary constraints have all contributed to the changes which are particularly concentrated in this revenue category. Due to the development and distribution of the vaccine, the City is striving to increase some Library and Community Services fees, and the Planning Division estimates an increase in developer permit activity.

Library and Community Services and Community Development are the main drivers of charges for service. While development-related charges are expected to increase, the fiscal year 2022–23 budgeted amount of \$5.6 million is \$2.4 million lower than fiscal year 2021–22 forecast. Following City Council direction, staff removed approximately \$1.4 million of these receipts placing them in a one-time fund. These fees are guided by the City's cost recovery policy through the master fee schedule, which specifies

a subsidy level for various categories of activities. Typically, these fees are revisited every five years as the structural cost of the City changes.

AMERICAN RESCUE PLAN ACT (ARPA)

The proposed budget includes use of (as a transfer in) \$3.7 million from the American Rescue Plan Act (ARPA Fund). The city was allocated \$8.3 million and the City Council authorized use of \$2.91 million in FY2021–22; revenues were higher than the original budget, so only \$0.85 million was needed for revenue replacement with \$2.06 million remaining in authorized use of these funds.

These funds must be used by December 2024; therefore, this additional authorization of \$1.64 million would leave a remaining balance of \$3.7 million for the FY2023–24 budget to fully utilize these funds.



General Fund Revenue Discussion

OTHER REVENUE

Franchise fees

The City receives franchise payments from companies providing garbage, electric, gas, water and cable television services. Total franchise fee revenue budget is \$2.4 million which is in line with the 2021-22 forecast.

Licenses and permits

This category mainly consists of development-related permitting, including revenue from development agreements, and the business license tax. The 2022-23 budget is \$5.2 million, which is \$0.2 million below the 2021-22 forecast returning to pre-pandemic levels.

Intergovernmental revenues

This category consists of grants from other governmental entities, including the Federal and State government. To facilitate grant reporting and improve General Fund estimates, staff relocated these grants to the funds below:

- Big Lift
- Child care food
- Belle Haven Child Development

Fines and forfeitures

This category of revenue consists of traffic-related fines, the fiscal year 2022-23 budget (\$0.18 million) reflects expected revenues based on nighttime parking and as-needed traffic enforcement. The proposed budget does not include daytime parking or a traffic unit, as this is under consideration by the City Council. This category sees a reduction of approximately 19% compared to 2021-22 forecast.



Interest and rent income

This revenue category consists of the proceeds the City receives from leased properties as well as earnings from the City's investment portfolio. With respect to rental income, the fiscal year 2022-23 budget (\$0.67 million) reflects the contractual terms of the various leases, including an annual rent increase in line with inflation.

For interest earnings, the fiscal year 2022-23 budget (\$0.84) million is consistent with the 2021-22 forecast and prior years.

Transfers

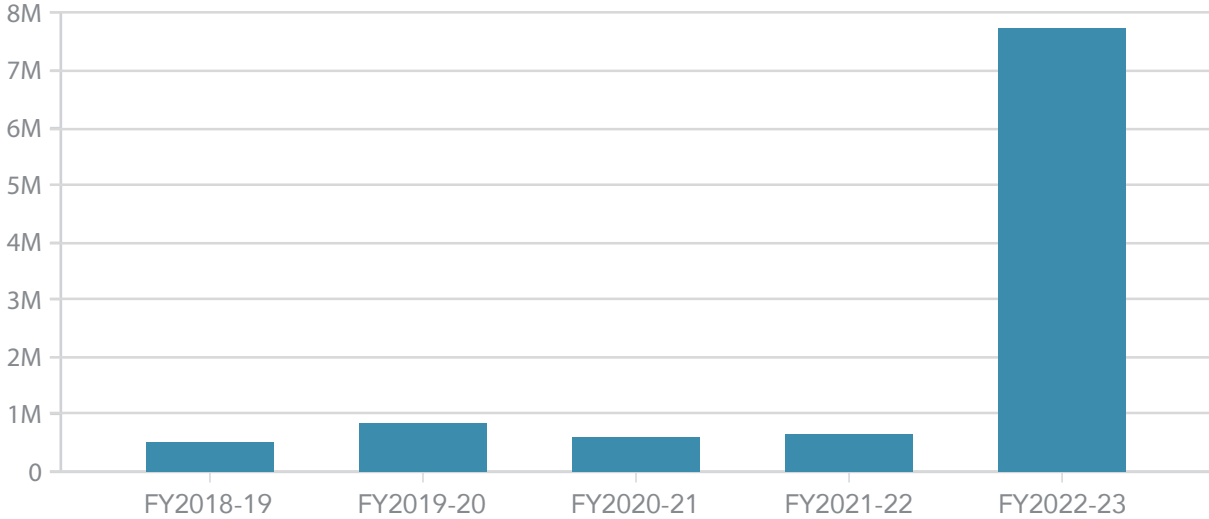
The remaining revenues consist of funds transferred into the General Fund from other internal service funds (ISFs) to pay for the cost of citywide administration, including the cost of Finance, Information Technology, Human Resources and the City Manager's Office. ISFs are intended to collectively account for and allocate to departments the cost of citywide services; therefore, in most cases, the revenues (allocated charges) should equal the expenses and not build a cash reserve. The fiscal year 2022-23 transfer amount of \$2.8 million contains an amount necessary to rebalance the General Fund for prior year allocations which has also occurred in the Water Operations. Best practices recommend reconciliation of actual expenses to budgeted amounts each fiscal year to avoid excess fund accumulation. This is not the case for the Vehicle Replacement ISF as it is appropriate and prudent to build cash reserves in this fund.

Another item in this category is a transfer in of \$3.7 million from the American Rescue Plan Act (ARPA Fund). After this transfer, the ARPA Fund has a balance of \$3.7 million, which must be used by December 2024.

Other items in this section include transfers of \$0.58 million for General Fund support of Downtown, Landscape/Tree, Sidewalks, Bayfront Park, Water and Solid Waste operations. In accordance with the adopted budget principles, staff is no longer including the use of fund balance as a revenue source.

General Fund Revenue Discussion

TRANSFER FROM OTHER FUNDS FY2019 TO FY2023

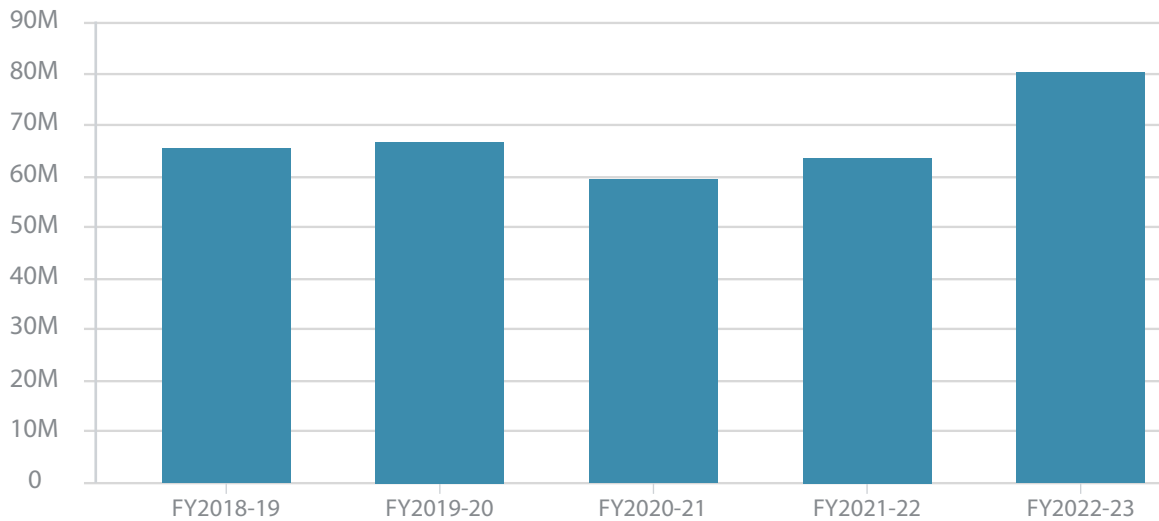


TRANSFER FROM OTHER FUNDS SUMMARY

OBJECT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Transfer from Other Funds	518,671	838,544	595,008	652,550	7,723,831
AMOUNT	518,671	838,544	595,008	652,550	7,723,831

General Fund Expenditure Discussion

EXPENSES SUMMARY FY2019 TO FY2023



GENERAL FUND EXPENSES SUMMARY

FUND NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
General Fund	65,346,187.85	66,754,260.38	59,374,497.50	63,453,730.00	80,430,225.86
AMOUNT	65,346,187.85	66,754,260.38	59,374,497.50	63,453,730.00	80,430,225.86

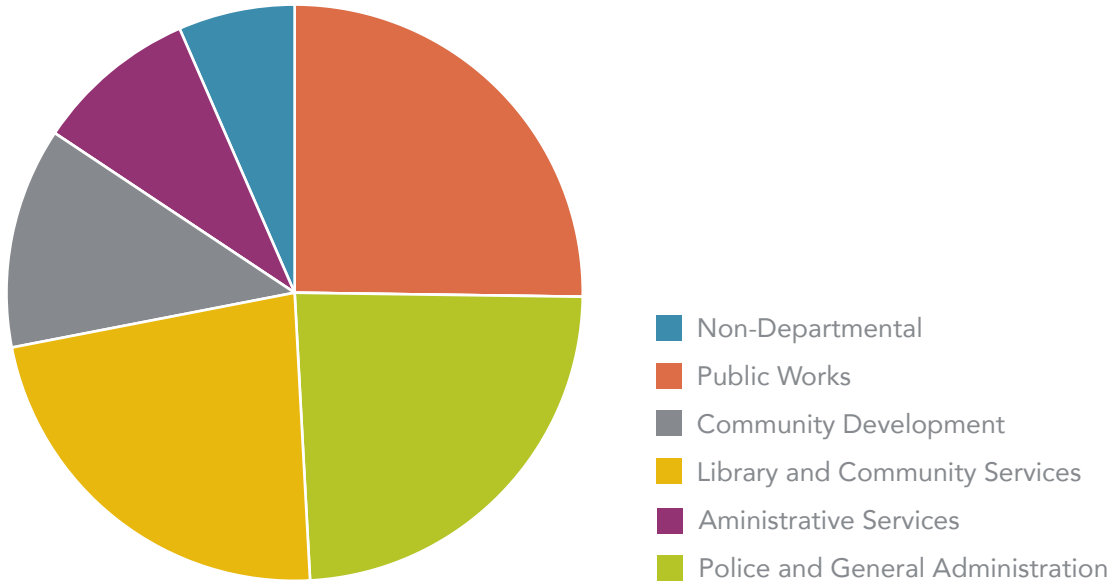
PERSONNEL

Personnel costs, inclusive of wages and fringe benefits, represent approximately 61% of General Fund expenditures and total \$48.1 million for fiscal year 2022–23, up \$6.7 million or 16.2% from the fiscal year 2021-22 adopted budget. Striving to return services to pre-pandemic levels, the General Fund is requesting an additional 17.25 FTEs. The cost associated with these additional FTEs are approximately \$2.6 million. Previous sections in the proposed budget outline the services delivered by these additional employees as service level enhancements (SLE). The labor cost include a 3% cost of living adjustment and 2%

escalation for health and other related benefits. These compensation increases are a result of negotiated labor unit agreements. Consistent with the prior adopted budget, these amounts include a 5% vacancy factor and \$1 million additional payment against the unfunded accrual liability. Vacancies are a result of reductions in prior years, employee turnover and new positions; the city continues to work diligently to fill these positions.

General Fund Expenditure Discussion

CITYWIDE FTE BY DEPARTMENT
FY2022-23



FULL-TIME EQUIVALENT EMPLOYEES

The fiscal year 2021–22 adopted budget included 271.75 full-time equivalent (FTE) employees, the vast majority funded directly through the General Fund. The fiscal year 2022–23 proposed budget includes an increase of 18.75 FTEs (17.25 in General Fund) for a total of 290.50 FTEs.

In General Administration, the City Manager’s Office requests a deputy city clerk, graphic designer and management analyst II for a total of 3 additional FTEs. This brings the department total to 19 FTEs (including City Council).

Administrative Services (Finance, Human Resources, Information Technology) is continuing with its baseline budget of 26.5 FTEs.

Police requests 3 additional community service officers, 3 additional police officers and an emergency preparedness coordinator for a total of 7 new FTEs. This brings the department total to 69.5 FTEs.

Public Works requests an additional associate engineer and sustainability specialist for 2 new FTEs. This brings the department total to 73.3 FTEs.

Library and Community Services requests 2.75 instructors, a program assistant and recreation coordinator for 5.75 new FTEs, which would support the return of the gymnastics program. This brings the department total to 66.25 FTEs.

Community Development requests an additional management analyst II for 1 new FTE. This brings the department total to 36 FTEs.

Temporary help, such as seasonal employees that work during certain times of year, are not included in the FTE count because they receive limited benefits. To calculate an FTE, an employee receiving full benefits takes their annual hours and divides by the number of hours worked by a regular full-time employee (2,080 hours per year). For example, a benefited employee who works 20 hours per week would divide 1,040 (52 weeks x 20 hours per week) by 2,080 to result in 0.50 FTE.

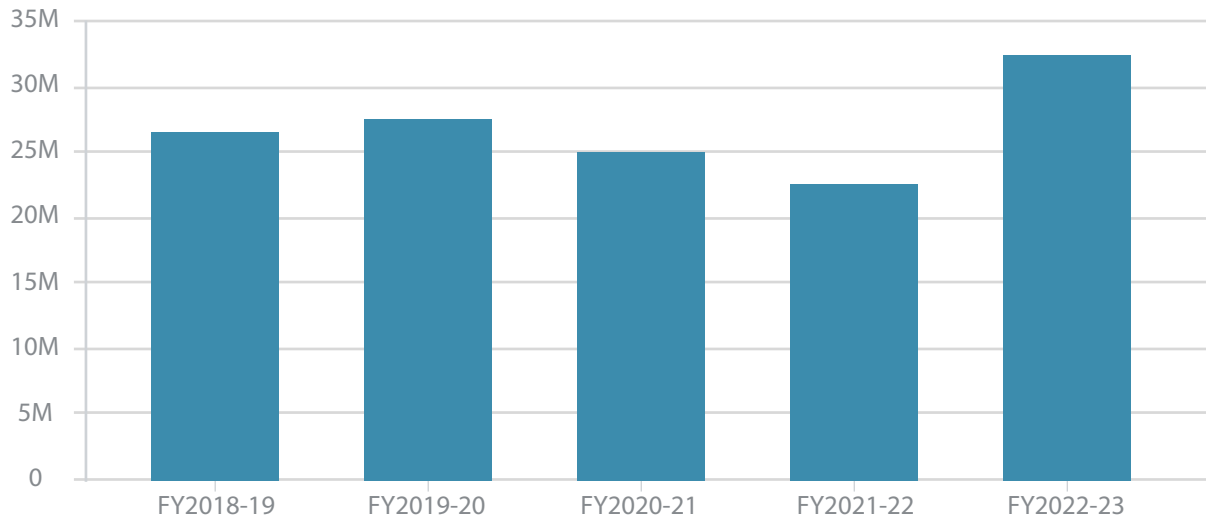
General Fund Expenditure Discussion

SALARIES AND WAGES

In total, salaries and wages in fiscal year 2022–23 are budgeted at \$32.8 million, a \$5.4 million or 19.9% increase over the prior fiscal year’s adopted budget. This category includes base salary and all salary related compensation such as overtime and incentive pays. Proposed additional staff account for the vast majority of the increase. The proposed budget assumes a cost of living adjustment of 3% citywide. There is an

annual bonus of \$2,000 payable July 1 to applicable staff in accordance with negotiated labor agreements, excluding management. Merit increases are factored in for applicable staff as they progress across their salary range, excluding management. Other appropriate pays are included for Police and on-call staff. The City has four labor agreements.

SALARIES AND WAGES
FY2019 TO FY2023



SALARIES AND WAGES SUMMARY

ACCOUNT TYPE	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
ex	26,516,043	27,550,861	25,072,721	22,568,034	32,485,962
AMOUNT	26,516,043	27,550,861	25,072,721	22,568,034	32,485,962

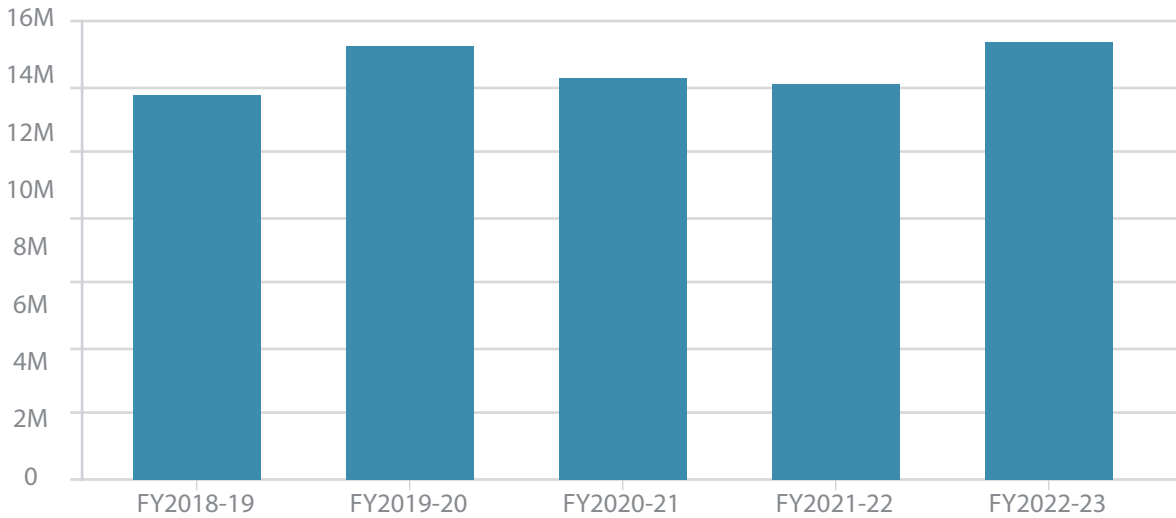
General Fund Expenditure Discussion

FRINGE BENEFITS

Total fringe benefits in fiscal year 2022–23 are budgeted at \$15.2 million, a \$1.3 million increase or 8.9% increase from the prior fiscal year’s adopted budget. The City has increases in retirement, health care, dental, vision, life and disability benefits. These are being offset by credit in its OPEB trust, adjustments to the workers’ compensation allocation charge and vacancy factor. The additional increase in health care is related to proposed new staffing, consumer price

index inflation factor and CalPERS adjustments. Both budgets include an additional \$1 million payment to reduce the City’s Unfunded Accrued Liability (UAL). Considering future actuarial assumptions and continuing with the additional \$1 million payment, the liability should amortize in approximately 15 years.

FRINGE BENEFITS COSTS
FY2019 TO FY2023



FRINGE BENEFITS SUMMARY

ACCOUNT TYPE	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
ex	13,416,635	15,122,953	13,987,556	13,747,605	15,251,474
AMOUNT	13,416,635	15,122,953	13,987,556	13,747,605	15,251,474

NON-PERSONNEL OPERATING COSTS

The remaining 39%, or \$30.2 million, of the General Fund's expenditures consists of non-personnel costs. These expenditures are broken down into a number of distinct categories: operating, utilities, services, fixed assets and capital outlay, travel, repairs and maintenance, special projects and transfers out. A brief description of the types of expenditures in each category is provided below.

Operating expenditures

The budget for operating expenditures totals \$8.6 million in fiscal year 2022–23, up 43% from the prior adopted budget, include spending on a wide variety of supplies, materials, and other items related to the operation of the City. The largest expenditure in this category, \$3.4 million, is the General Fund's share of the information technology internal service fund charge. As part of this structure, all operating and capital costs associated with information technology are centralized in a distinct fund resulting in allocation charges to operating departments. This mechanism provides for centralized purchasing and coordination of technologies to ensure that the City's buying power across all departments is used to the fullest benefit.

Utilities

The budget for utilities, including gas, electricity, water and telecommunications, total \$1.72 million in fiscal year 2022–23, up 5.7% from the prior adopted budget. Of the total, 53% goes toward gas and electricity, 42% to water and the remaining 5% for telecommunications.

Important to note is that the electricity and gas charge includes lease payments for the solar panels installed in 2015–16. Given the duration of this lease agreement, while consumption has decreased as a result of the panels, costs are expected to remain steady in the long term.

Travel and meetings

The travel and meetings category is budgeted at \$0.18 million in fiscal year 2022–23, up 153.6% from the prior adopted budget as the previous two years reflected a significant reduction. These expenses consist of travel and meeting costs related to training and seminars to invest in the professional development of staff, including the cost for mileage reimbursements.





Special projects

The special projects budget for fiscal year 2022-23 is \$0.3, up 5.9% from the prior adopted budget. These expenses are for the Community Funding Grant Program, which provides funds to nonprofit organizations which benefit the community with social services and programs not offered by the City.

Services

Budgeted expenditures in this category total \$10.8 million for fiscal year 2022-23, up 23.8% from the prior adopted budget. This encompasses a wide variety of service areas, including plan checking services, legal services, the annual financial audit, consultants for special studies, the median landscaping contract and street sweeping. The large increase reflects a return in providing many services that were on hold due to the pandemic or not able to continue due to staffing and priorities.

Fixed assets and capital outlay

Budgeted expenditures for fiscal year 2022-23 are \$0.88 million, up 160.6% from the prior adopted budget. The City purchases this equipment for office and other specialized uses required by the operating departments.

Transfers to other funds

The General Fund's transfers to other funds is an important component of the City's long-term fiscal health. In fiscal year 2022-23, the total transfers to other funds is \$5.48 million, up \$2.1 million or 65.1% from prior adopted budget. Of this amount, \$3 million is a transfer to the General CIP Fund to provide funding for a number of projects discussed more fully in the Capital Improvement Plan section. The City is also segregating developer deposits and related activity by transferring \$1.5 million into a separate fund to improve on-going cost estimates and tracking. In addition, the General Fund is rebalancing a portion of its General Liability internal service fund balances with a \$0.35 million transfer. Finally, the General Fund is supporting the Tree/Assessment Fund in the amount of \$0.53 million. As with many cities on the peninsula, city infrastructure is aging reflecting an ongoing maintenance and replacement schedule. The City must prioritize which projects are addressed each year to balance available funding with available staff resources necessary to manage the Capital Improvement Plan.



**DEPARTMENT
INFORMATION**

Administrative Services

Finance, Human Resources, Information Technology, Solid Waste

OVERVIEW

Administrative Services is responsible for the administration of the financial affairs and internal support activities of the City. It consists of four divisions: Finance, Human Resources and Information Technology. It focuses on providing excellent service to internal and external customers. In addition, this department provides oversight on the franchise solid waste agreement.

FY 2022-23 ADMINISTRATIVE SERVICES FTE BY DIVISION

DIVISION NAME	FY2022-23
Finance	13.75
Information Technology	7.00
Human Resources	5.00
Solid Waste	0.73
TOTAL FTE	26.48

FY 2022-23 ADMINISTRATIVE SERVICES FTE BY DEPARTMENT

DEPARTMENT NAME	FY2022-23
Administrative Services	26.48
FTE	26.48

FINANCE DIVISION

The Finance Division manages the financial planning, accounting and reporting. This includes revenue forecasting and expenditure control, administration of all fees and taxes, maintaining proper cash controls, investing to achieve return on investments while safeguarding funds, preparation and monitoring of the annual budget, coordination of the annual audit, processing and procurement materials and services, payments to employees and vendors, and oversight of the City's general liability risk management program. The division sets and administers fiscal policies and procedures for all departments ensuring internal control over public assets and promoting the organization's long-term fiscal health.

Accounting, financial reporting and budget

This function employs best practices to perform accounting for all of the city's financial transactions, prepare the citywide annual financial statements (Annual Comprehensive Financial Report or ACFR), compile the City Manager's proposed budget, monitor the City Council's adopted budget, provide all other financial reporting necessary or required by either agreement or statute and enforce internal controls to protect the city assets against loss.

Revenue and risk management

This function oversees cash flow to meet cash requirements for operations, collects business license taxes, administers the cost recovery program to minimize the use of general tax dollars to support special services, and performs the comprehensive risk management and mitigation function through a joint powers insurance authority.

HUMAN RESOURCES DIVISION

The Human Resources Division recruits and retains the well-qualified and diverse workforce that reflects the high standards of the community, maintains positive labor relations, manages workforce safety and succession planning, and administers compensation and benefits. Human Resources complies with and implements all employment-related federal, state and local mandates and requirements.

Recruitment and retention

This function includes recruitment, selection, onboarding, and retention of individuals who will join a team of dedicated and talented professionals in providing excellent service to the community. Developing an understanding of organizational needs facilitates this team's planning efforts to enhance employee work/life balance and support career development.

Classification, compensation and benefits

This function ensures application of appropriate classification and compensation principles and regulations, and administers leave and benefit programs for employees, appointed and elected officials and retirees.

Administrative Services



Employee and labor relations

This function encourages productive employer-employee relations by supporting a positive and respectful work environment enhancing employee consultation through open communication, feedback, recognition and talent management. Staff provides guidance for managers and employees to improve performance, ensure compliance with legal requirements and provide effective problem-solving of complaints and grievances. This function facilitates labor contract negotiations, administration and interpretation.

Organizational and employee development

This function involves identification and implementation of training and employee development opportunities to support skill enhancement, acquire new knowledge and promote innovation and leadership.

Safety and workers' compensation

This function manages the organization's workplace safety programs through active risk management aimed at protecting employee health and safety. Staff ensure injured workers receive benefits and care to safely return to work.

INFORMATION TECHNOLOGY DIVISION

The Information Technology Division manages the installation and maintenance of all network, systems and telecommunications infrastructure; business systems; and end-user support through development and implementation of an Information Technology Master Plan. To ensure continuous improvement and security of the dynamic information technology environment, staff maintain continual awareness of systems, hardware, software and security measures that facilitate organizational and public services.

Network, systems and telecommunications infrastructure

At the heart of the organization's operating technology environment is the core enterprise network and systems infrastructure. The core infrastructure components that enable the organization's successful electronic operations include the networking hardware, server systems, data storage and telecommunications systems. Combined, these components create a foundation that effectively supports the city communications and business software applications.

Business systems

Enabling staff to provide a high level of service to the community, the IT Division assists employees in the evaluation, implementation and support of business applications and technologies used in daily operations and the effective delivery of public services.

End-user support

The IT Division continually strives to provide a high level of technical support for all staff. Support desk functions include software/hardware installation and configuration, technical problem resolution and end-user training.

Solid Waste

The city contracts with Recology San Mateo County to provide garbage and recycling services. Recology's vision, "A World Without Waste," and mission, "... builds exceptional resource ecosystems," serves the Menlo Park Community. Overall, Recology has 26 collection companies that provide integrated services to more than 2.5 million individuals and more than 100,000 commercial customers in California, Oregon and Washington.

Administrative Services

FISCAL YEAR 2021-22 HIGHLIGHTS

Finance

1. Produced the FY2021-22 budget outlining new principles with improved collaboration among staff.
2. Continued transition to new accounting system (OpenGov Financials). This was the first year the Annual Comprehensive Financial Report (ACFR) was produced on platform.
3. Refinanced existing and issued new general obligation bonds to fund parks and recreation projects.
4. Published the FY2020-21 ACFR and submitted for industry-wide award from the Government Finance Officers Association.
5. Developed standardized accounting procedures for budget adjustments, payment processing and encumbrance controls.
6. Produced monthly budget versus actual reports and improved internal controls.

Human Resources

1. Implemented and revised policies and procedures to address the COVID-19 pandemic, including exposure and contact tracing, vaccination and testing, and expanded leaves under Federal and State guidelines.
2. Digitized workforce management tools for temporary employee new hire onboarding, and continued replacement of legacy paper forms.
3. Finalized negotiations with the Police Officers' Association, and began and completed negotiations with the Police Sergeants Association in order to achieve successor contracts to memoranda of agreement expiring at the end of fiscal year 2024 and 2025 respectively.

Information Technology

1. Enhancements made for technology infrastructure and enterprise business applications.
2. Implemented digital features of the land management software system.
3. Enhancements made to GIS for integration with applications.

FISCAL YEAR 2022-23 BUDGET AND INITIATIVES

Finance

1. Complete the implementation of the financial accounting system, including workflows for purchase requisitions and payment requests, capital asset inventory and depreciation schedule, and automated reporting.
2. Create a citywide cash forecast to establish proper level of liquidity while increasing earnings on reserves.
3. Stabilize financial processes with new budget and accounting systems, including training of finance and key staff.
4. Continue to improve on financial reporting, increasing transparency of information and ease of access for members of the community.

Human Resources

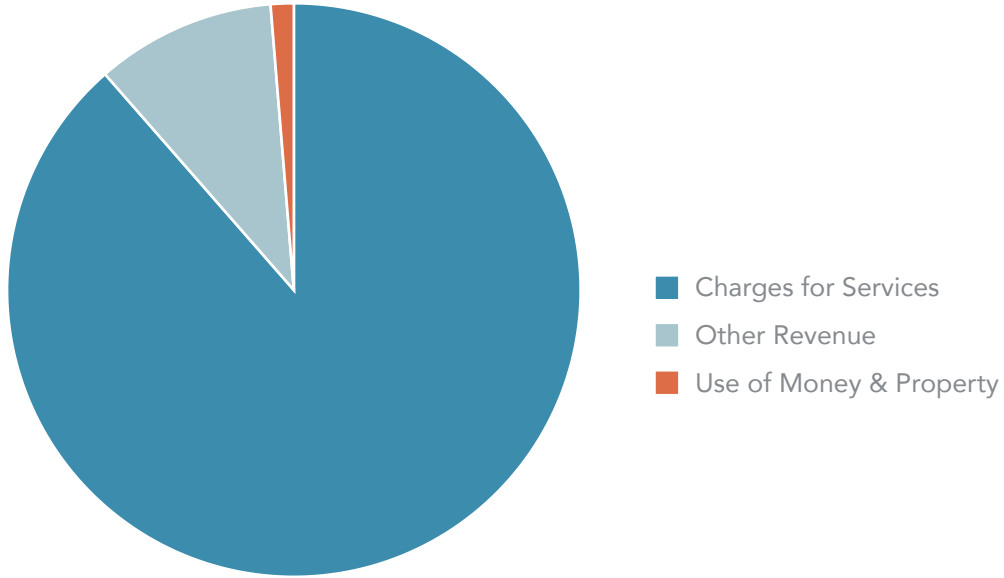
1. Fill current vacancies and support employee retention.
2. Continue transition to a new Human Resources Information System for leaves, classifications and personnel management.
3. Develop and improve employee performance management system for employee engagement, consistency, efficiency and clarity in the process.
4. Continue to update and create policies to further reduce City risk of liability and ensure consistent application of rules.

Information Technology

1. Continue work on IT Master Plan initiatives including technology infrastructure enhancements and enterprise business applications.
2. Cybersecurity enhancements for risk reduction.
3. Continue streamlining business practice workflows and moving to paperless processes.
4. Continue to review and revise IT policies and procedures to ensure conformity with current industry best practice.

Administrative Services

ADMINISTRATIVE SERVICES REVENUES FY2022-23

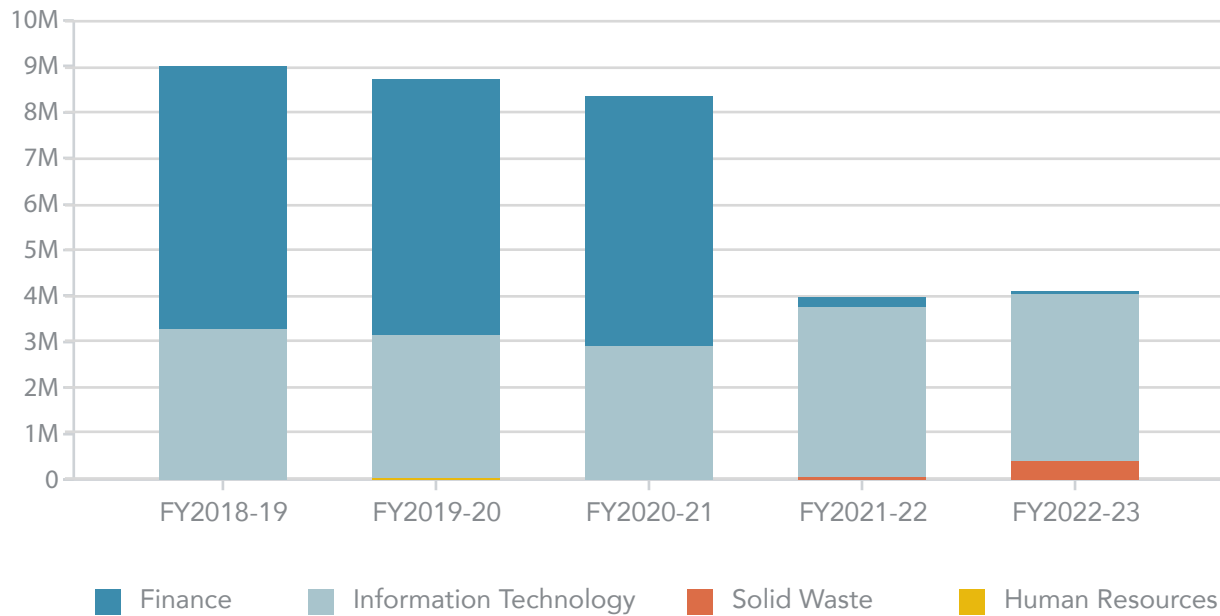


ADMINISTRATIVE SERVICES - REVENUES

OBJECT TYPE (RE)	FY2022-23
Charges for Services	3,625,584
Other Revenue	415,000
Use of Money & Property	53,158
AMOUNT	4,093,742

Administrative Services

ADMINISTRATIVE SERVICES REVENUES FY2019 - FY2023

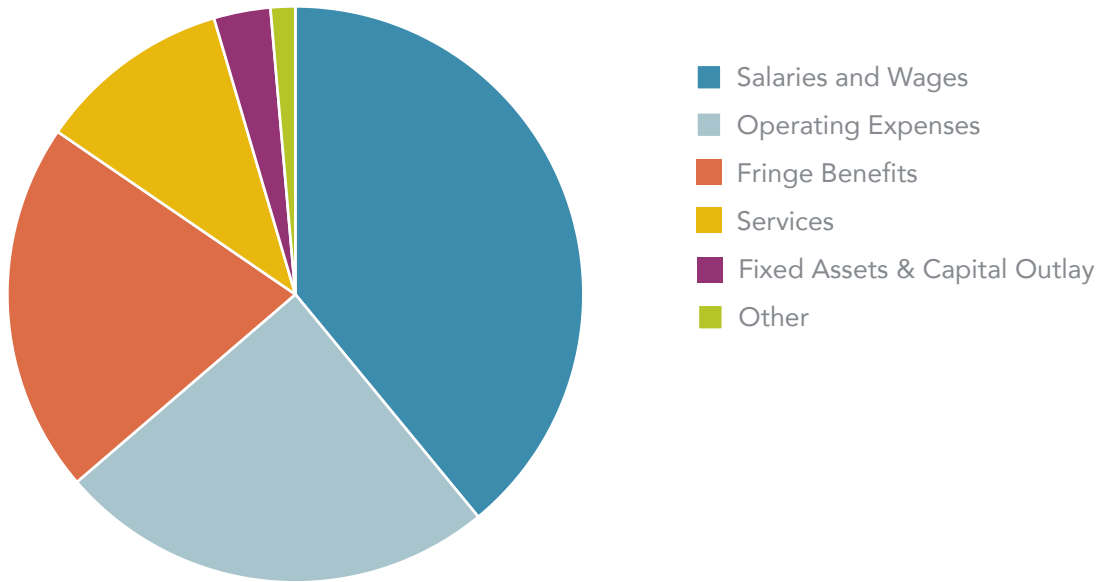


ADMINISTRATIVE SERVICES DEPARTMENTAL REVENUES SUMMARY

DEPARTMENT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Information Technology	3,269,463	3,136,956	2,905,428	3,697,128	3,625,584
Solid Waste	0	0	0	43,869	415,000
Finance	5,741,412	5,554,990	5,434,889	240,913	53,158
Human Resources	7,488	14,578	11,411	11,559	0
AMOUNT	9,018,364	8,706,524	8,351,727	3,993,469	4,093,742

Administrative Services

ADMINISTRATIVE SERVICES EXPENSES BY CATEGORY
FY2022-23

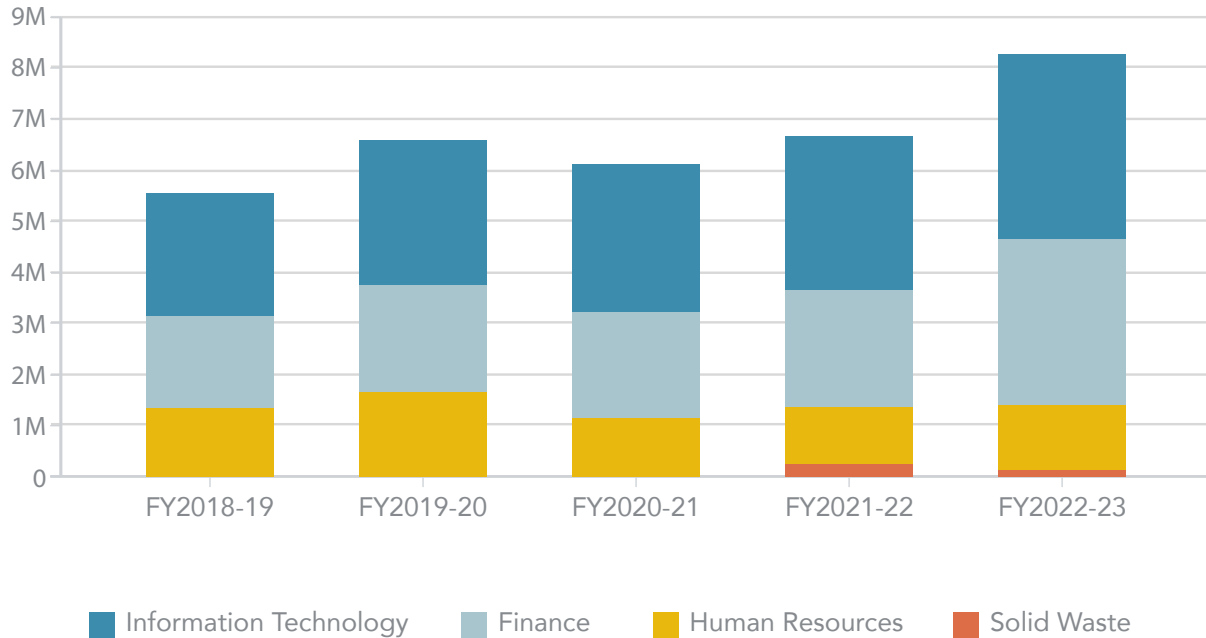


ADMINISTRATIVE SERVICES DEPARTMENTAL EXPENSES SUMMARY

OBJECT TYPE (EX)	FY2023
Salaries and Wages	3,226,531.83
Operating Expenses	2,037,668.00
Fringe Benefits	1,722,462.74
Services	899,850.00
Fixed Assets & Capital Outlay	262,500.00
Utilities	49,668.00
Rental of land and buildings	43,000.00
Travel	14,250.00
Repairs & Maintenance	7,500.00
AMOUNT	8,263,430.57

Administrative Services

ADMINISTRATIVE SERVICES EXPENSES BY DIVISION
FY2019 - FY2023

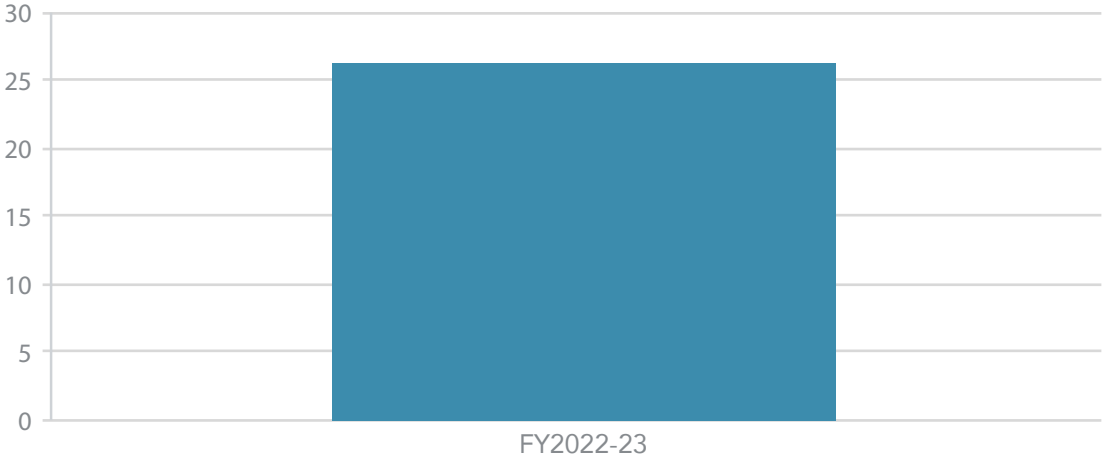


ADMINISTRATIVE SERVICES DEPARTMENT EXPENSES SUMMARY

DEPARTMENT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Information Technology	2,408,111.09	2,849,650.14	2,898,154.09	3,030,504.00	3,614,843.04
Finance	1,809,614.80	2,114,799.36	2,067,814.62	2,297,108.00	3,254,894.25
Human Resources	1,332,984.47	1,635,590.82	1,156,020.14	1,105,395.00	1,267,462.75
Solid Waste	0.00	0.00	0.00	243,455.00	126,230.53
AMOUNT	5,550,710.36	6,600,040.32	6,121,988.85	6,676,462.00	8,263,430.57

Administrative Services

ADMINISTRATIVE SERVICES AUTHORIZED PERSONNEL FY2023



Community Development

OVERVIEW

Community Development is responsible for ensuring a sustainable and vibrant community that supports a high quality of life for residents, businesses and visitors. It contains the Planning, Building and Housing Divisions. Core services performed include:

- Long range planning
- Current planning
- Building permitting and inspection services
- Affordable housing



FY 2022-23 COMMUNITY DEVELOPMENT FTE BY DIVISION

DIVISION NAME	FY2019-20	FY2020-21	FY2021-22	FY2022-23
1 Service Level Enhancement - Housing	0.00	0.00	0.00	1.00
Building	13.15	11.15	15.35	15.80
Housing	0.00	0.00	1.35	2.25
Housing and Economic Development	3.65	3.35	0.00	0.00
Planning	14.20	11.25	15.40	16.95
FTE	31.00	25.75	32.10	36.00

FY 2022-23 COMMUNITY DEVELOPMENT FTE BY DEPARTMENT

DEPARTMENT NAME	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Community Development	31.00	25.75	32.10	36.00
FTE	31.00	25.75	32.10	36.00



CURRENT PLANNING

Current planning provides comprehensive services for people needing information and assistance with required review for land use development projects. This includes providing project applicants and interested parties with timely and accurate information regarding city policies, ordinances, regulations and guidelines related to land use development.

Additionally, the Planning Division provides a thorough and structured review of proposed development projects, including environmental review, fiscal impact analysis, historic review and other technical analyses that evaluate the merits of a project leading to a decision. The division also serves as the staff liaison to the Planning Commission.

Community Development

LONG RANGE PLANNING

The key focus of long range planning is developing, monitoring, updating and integrating land use, economic, transportation and environmental policies to achieve citywide goals and improve the physical and economic environment of the community. This is accomplished primarily through the General Plan, the El Camino/Real Downtown Specific Plan, zoning ordinance and other related documents that establish goals, policies and implementation strategies guiding future decisions that enhance the quality of life.



BUILDING PERMITTING AND INSPECTION SERVICES

Building permitting and inspection protects the health, safety and welfare of the community by providing information on the building permit process, interpreting the California Building Standards Code and municipal codes, maintaining historic property records, and onsite inspections of current construction projects.

Additionally, this division coordinates interdepartmental and interagency review of project plans and reviews construction plans for compliance with all State and municipal codes relating to structural, mechanical, plumbing, electrical, and grading.

AFFORDABLE HOUSING

This division manages the City's affordable housing programs, including preservation and production of below market rate rental and ownership housing. The division administers the Below Market Rate (BMR) program, develops housing policy and supports the implementation of the Housing Element and Housing Commission work plan to provide and promote new affordable housing opportunities and programs to support a diverse, equitable and inclusive community. Staff supports the Housing Commission.



Community Development

FISCAL YEAR 2021-22 HIGHLIGHTS

- Released the draft Housing Element for public review following extensive public outreach and engagement. The draft report identified a land use strategy to study up to 4,000 new housing units for the 8-year Housing Element period from 2023 to 2031. Initiated preparation of an environmental impact report and fiscal impact analysis.
- Initiated the development of the City's first-ever Environmental Justice Element and launched the update process for the Safety Element. Over 100 residents attended a community meeting in spring 2022.
- Approved 3 bonus level mixed-use and residential development projects resulting in the approval of approximately 1,000 housing units and community amenities totaling \$23,145,000.
- Released 25 below market rate (BMR) rental units for tenant occupancy, including 20 units (14 low-income, 6 moderate-income) at the Springline development and 5 low-income units at the Realm development at 1545 San Antonio St.
- Continued processing large development projects in the Bayfront Area, including the release of a draft environmental impact report (DEIR) for the proposed 59-acre mixed-use master plan Willow Village project and the first non-residential DEIR for a proposed life sciences/research and development project.
- Issued 46 building permits for accessory dwelling units (ADUs), nearly 1.5 times the number of building permits issued for ADUs in FY2020-21.
- Issued occupancy or temporary certificate of occupancy for several large projects in the Bayfront Area and El Camino Real/Downtown Specific Plan, including Meta's MPK 21 and 22 buildings, 1540 El Camino Real (both residential and commercial), the Guild Theatre, and partial temporary certificate of occupancy for Springline at 1300 and 1302 El Camino Real.
- Enhanced Accela processes for managing workflows and improving tools to make the permitting, plan check, and inspections services more streamlined. This included a shift to all-electronic building permit issuance, improved communications with new customer emails, and a new option for customers to pay via ACH, which typically has lower service charges and higher payment limits.
- Reinstated in-house plan check services, which streamlined over-the-counter type permit issuances.
- Authorized \$1.2 million from the BMR housing fund to support Habitat for Humanity Greater San

Francisco's proposal to create a Homeownership Preservation Program. The program will assist low income homeowners in Menlo Park with major repairs and rehabs that address acute safety issues and enable homeowners to age in place and remain in the community they have been a part of for many years.

- Adopted amendments to the BMR housing program guidelines focused on updates to the preference criteria for accessible units, displaced households, unhoused persons, and persons who live and/or work in the City. The modifications also included changes to programming-related descriptions in the BMR guidelines that were outdated and did not follow best practices for affordable housing administration.
- Received a \$40,941 Regional Early Action Planning (REAP) grant to assist with the preparation of the Housing Element for the RHNA 6 cycle.
- Approved \$250,000 in American Rescue Plan funds to increase funding of the Housing Assistance Program administered by Samaritan House San Mateo. This program provides rental and mortgage assistance to qualified households related to the COVID-19 pandemic or other emergency circumstances.

FISCAL YEAR 2022-23 BUDGET AND INITIATIVES

Community Development expects the demand for land development services to continue as projects move through the development review process and as approved projects advance through the building permit and construction phases. To meet this continued demand, the Building and Planning divisions have requested service level increases in contracted services. The proposed budget includes a request for 1.0 FTE (Management Analyst I/II) in the Housing Division to support BMR administration and housing programs. The additional staff resources would maintain service delivery levels and help retain existing staff, provide flexibility in recruiting, and address current and projected demand for development and building permit reviews. The majority of planning review, building permitting, and inspection services are self-supporting through fees set to recover service costs.

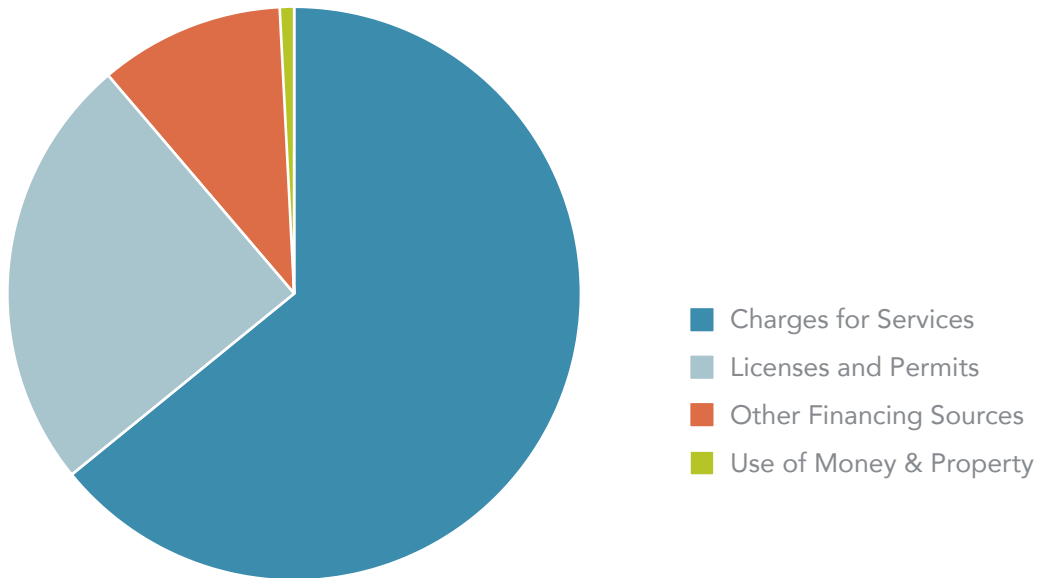


INITIATIVES

- Complete and successfully adopt the Housing Element Update project, including updates to the Housing and Safety Elements as well as the preparation of an Environmental Justice Element and related Zoning Ordinance amendments.
- Continue the entitlement and environmental review of approximately 10 development projects, including the proposed Willow Village and Parkline master plans and a mix of proposed multi-family, mixed-use, office, and life science development projects.
- Fully implement Accela EDR (electronic document review) system, helping streamline plan check review by making plan check comments clearer and resubmittals more complete.
- Coordinate and complete the building permit review process for several large projects, including Menlo Portal, Uptown and Flats, Menlo Park Community Campus, and MidPen Housing's Gate-way Rising.
- Continue to increase in-person services with appointment-based QLess system, allowing the general public to access City staff safely and more efficiently.
- Implement the second phase of updates to the existing BMR guidelines to evaluate changes to the commercial linkage fees, inclusionary requirement standards, and in-lieu fees specific to inclusionary residential requirements.
- Continue to work closely with Habitat for Humanity Greater San Francisco to refine the scope and parameters of the newly created Homeownership Preservation Program.
- Release a Notice of Funding Availability to support the production and/or preservation of affordable housing in Menlo Park.
- Adopt 2022 Title 24, California Code of Regulations and associated Menlo Park City ordinances, which would become effective January 1, 2023. The adoption cycle occurs every three years in conjunction with updates to the code provided by the State.

Community Development

COMMUNITY DEVELOPMENT REVENUES FY2022-23

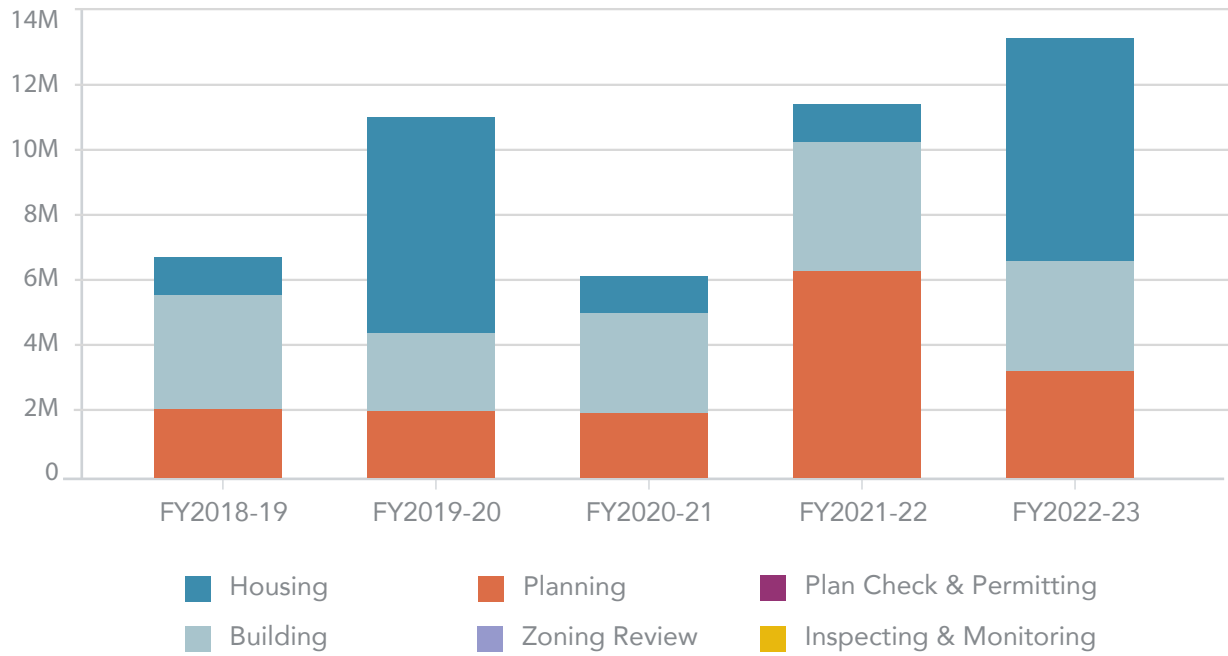


COMMUNITY DEVELOPMENT REVENUES SUMMARY

OBJECT TYPE (RE)	FY2022-23
Charges for Services	8,578,050
Licenses & Permits	3,295,000
Other Financing Sources	1,500,000
Use of Money & Property	3,000
AMOUNT	13,376,050

Community Development

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY - REVENUES FY2019 TO FY2023

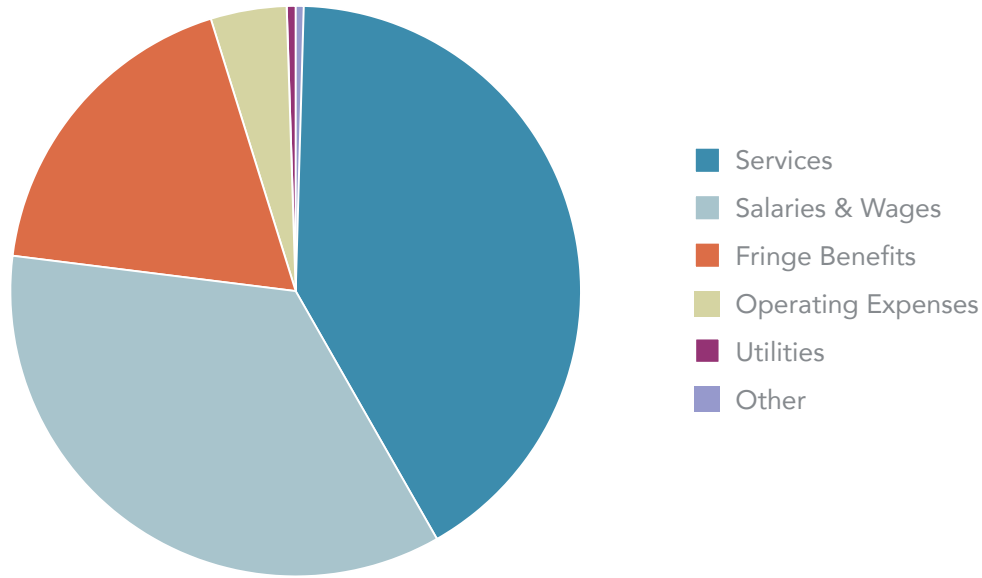


COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY - REVENUES

DEPARTMENT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Housing	1,148,068	6,624,186	1,139,170	1,163,574	6,803,000
Building	3,491,693	2,342,083	3,068,207	3,928,984	3,323,050
Planning	2,071,153	2,047,627	1,943,360	6,295,398	3,250,000
Plan Check and Permitting	0	5,584	0	0	0
Inspecting and Monitoring	0	27	0	0	0
Zoning Review	7,482	29,135	93	0	0
AMOUNT	6,718,395	11,048,642	6,150,830	11,387,956	13,376,050

Community Development

COMMUNITY DEVELOPMENT EXPENSES BY CATEGORY FY2022-23

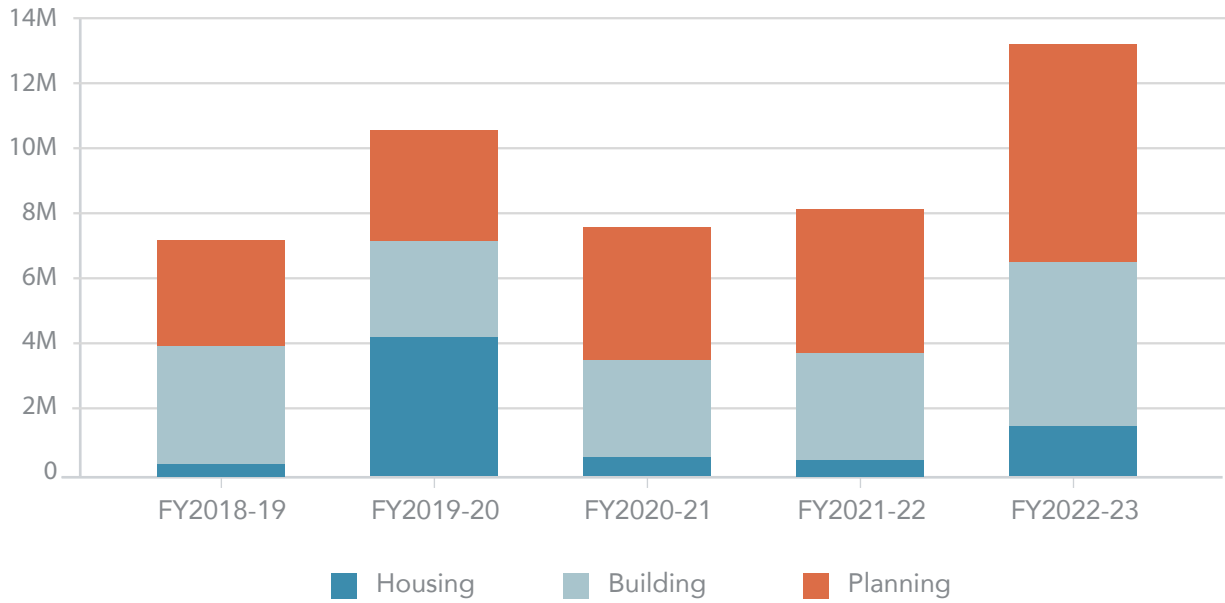


COMMUNITY DEVELOPMENT EXPENSES SUMMARY

OBJECT TYPE (EX)	FY2022-23
Services	5,498,000
Salaries and Wages	4,638,582
Fringe Benefits	2,397,807
Operating Expenses	567,335
Utilities	26,500
Travel	23,100
Repairs & Maintenance	10,250
Special Projects Expenditures	6,500
AMOUNT	13,168,074

Community Development

COMMUNITY DEVELOPMENT EXPENSES BY DIVISION
FY2019 TO FY2023



COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY - EXPENSES

DEPARTMENT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Planning	3,223,675	3,367,978	4,040,212	4,357,415	6,676,586
Building	3,599,142	2,944,901	2,945,531	3,268,535	4,977,110
Housing	365,918	4,231,181	582,847	494,213	1,514,378
AMOUNT	7,188,736	10,544,059	7,568,591	8,120,163	13,168,074

General Administration

City Council, City Attorney, and City Manager's Office

OVERVIEW

General Administration provides policy, legal, leadership and management services to the entire city, regardless of funding source. The fiscal year 2022-23 General Administration budget reflects the following changes:

- A consolidated budget for city council, city attorney, city manager, and administrative services to correspond to the reporting structure in the City's Comprehensive Annual Financial Report (ACFR). The consolidated budget allows for ease of comparison between the budget document and audited financial statements.
- A new budget division in the City Manager's Office emphasizing the city council's priority of public engagement.



FY 2022-23 GENERAL ADMINISTRATION FTE BY DIVISION

DIVISION NAME	FY2022-23
1 Service Level Enhancement - City Clerk	1.00
1 Service Level Enhancement - Public Engagement	1.00
1 Service Level Enhancement - Sustainability	1.00
City Administration	5.00
City Clerk	2.00
Council	5.00
Public Engagement	2.00
Sustainability	2.00
FTE	19.00

FY 2022-23 GENERAL ADMINISTRATION FTE BY DEPARTMENT

DEPARTMENT NAME	FY2019-20	FY2020-21	FY2021-22	FY2022-23
General Administration	33.75	28.50	35.20	19.00
FTE	33.75	28.50	35.20	19.00

General Administration

CITY COUNCIL

The City Council consists of five city councilmembers elected by district and serving staggered four-year terms. Annually the mayor and vice mayor are selected by a vote of the City Council. This year, representatives from districts 1, 2, and 4 will be on the November 2022 ballot. The representatives for districts 3 and 5 will be on the ballot in November 2024.

The City Council defines goals and sets objectives for the city by establishing policies, priorities and appropriating resources.

This budget includes the basic operating expenses of the Mayor and City Council in the conduct of their duties as elected officials.

CITY ATTORNEY'S OFFICE

The City Attorney is the chief legal officer of the city and performs duties outlined in the municipal code as well as other responsibilities required by the City Council. Pursuant to this authority, the City Attorney's Office is responsible for all legal matters and oversees the efforts of outside counsel for insured tort defense cases and matters requiring specialized legal expertise.

The City Attorney's Office provides legal advice and representation to the City Council, the City Manager, staff and the various commissions in all areas, including municipal law, litigation, conflicts of interest, land use and housing, public contracting and public works, public records, public meetings, code enforcement, tort liability, and municipal finance. The City Attorney provides advice at public meetings, including legislative and quasi-judicial hearings of the City Council.

The City Attorney's office prepares legal opinions, contracts, intergovernmental agreements, ordinances and resolutions, handles real property transactions and represents the City in affirmative and defensive litigation.

CITY MANAGER'S OFFICE

The city manager is the chief administrative officer of the city and appointed by the city council to enact its decisions and policies.

The City Manager's Office includes Administration, City Clerk, Communications and Public Engagement, Economic Development, and Sustainability.

Administration

The city manager implements the city council's plans and priorities by enforcing city laws and applying city council policies. The city manager coordinates the work of all departments and employees, with the exception of the city attorney. The City Manager's Office is charged with providing comprehensive, unbiased expertise and assistance to the city council in terms of thorough staff reports, thoughtful and strategic recommendations and effective presentations. This includes responsibility for identifying community needs and expectations, clearly linking them to the city's funding priorities and service levels, and supplying helpful information and referrals to residents with questions, comments and concerns. The City Manager's Office also supports citywide efforts to improve program and operational effectiveness and efficiency, conducts studies for organizational improvements, designs and develops performance measures, analyzes proposed and adopted policy, assists in budget development, responds to community concerns and coordinates special projects.

City Clerk's Office

The City Clerk's Office is responsible for the coordination, production and posting of the city council's agendas and packets. This includes the information and materials reviewed by city council in preparation for public meetings. The city clerk ensures the public has access to agenda materials and are informed of the process for making public comments and participating in public meetings. In addition, the city clerk is the custodian of a wide range of official documents and permanent city records, including contracts, agreements, recorded documents, minutes, resolutions and ordinances. The city clerk is responsible for responding to requests for public information under the California Public Records Act. The city clerk is also the primary liaison to the city council-appointed advisory commissions/committees. Additionally, the city clerk is the local elections official, responsible for posting legal notices and processing candidate filings, campaign reports, and financial disclosures.

Communications and Public Engagement

The Communications and Public Engagement Division provides strategic communications counsel and support to city departments, manages citywide communications and oversees the city brand strategy. Roles include developing policy and procedures related to communications and public outreach, advising on communications and consultation

General Administration

planning, news release distribution, overseeing the city's online presence including social media and website content and standards, and providing multimedia communications support. This division provides information related to city services and programs to residents, the media and internal departments. It also supports the organizational needs related to crisis communications, graphic design, advertising, public research, public engagement and translation services.

Economic Development

The Economic Development Division ensures that Menlo Park addresses the needs of our local businesses and provides opportunities for their success. This includes identifying new businesses that will enhance the community and the city's overall economic health. Economic Development assists with expeditious, thorough and effective development approvals. This also includes regular outreach to local businesses to offer assistance through referrals to State and Federal programs, strategic planning for expansion approval, and marketing/networking opportunities. Economic Development creates and maintains partnerships with a number of economic development associations, community-based organizations, and state and federal resources to market Menlo Park as an attractive business location for businesses.

Sustainability

The City Council declared a climate emergency committing to accelerating actions to address climate change at a local level and adopted a 2030 Climate Action Plan with the bold goal to be carbon neutral (zero emissions) by 2030. The Sustainability Division leads and/or supports implementation of the Climate Action Plan within the organization and the community at large. In addition, the sustainability division staff supports the Environmental Quality Commission meetings with agenda and minutes preparation, monthly coordination with chair/vice chair, provides responses to commissioner questions in and outside the meeting, and prepares recommendations and advice for City Council consideration.

FISCAL YEAR 2021-22 HIGHLIGHTS

1. Coordinated a phased reopening of city facilities and services in response to the COVID-19 pandemic.
2. Lead and managed a public-private partnership between Facebook, Belle Haven residents, and city staff to continue progress on the Menlo Park Community Campus project, a new facility

built by Meta (formerly Facebook) to replace the Menlo Park Senior Center, Belle Haven Pool, Onetta Harris Community Center, Belle Haven Youth Center, and the Belle Haven branch library. Demolition of the previous structure, grading and a groundbreaking ceremony were completed.

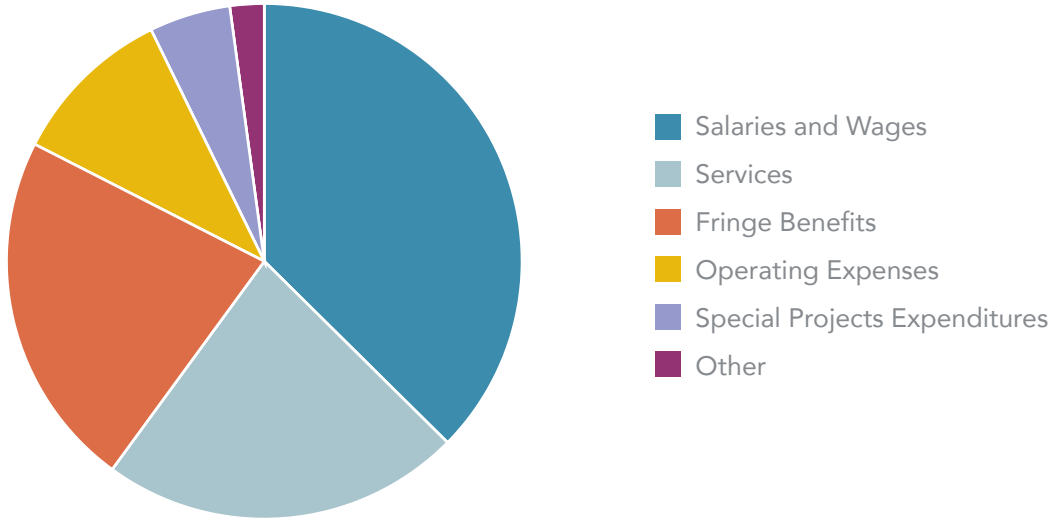
3. Supported the Independent Redistricting Commission to complete the 2020 census redistricting process on time.
4. Transitioned to a new city website hosting provider and content management system with improved features and more modern design.
5. Supported the City Council's subcommittee on Reimagining Public Safety with districtwide listening meetings and a citywide community meeting to plan next steps.
6. Completed the procurement process to install a cost saving renewable microgrid (solar plus battery storage), solar thermal and electric pool heating, and 27 electric vehicle charging spaces for the new community center being built in the Belle Haven neighborhood so support Climate Action Plan strategy goal No. 5 - eliminate fossil fuels from city operations.
7. Presented a cost effectiveness and policy options report to electrify existing buildings to support Climate Action Plan strategy goal No. 1.

FISCAL YEAR 2022-23 BUDGET AND INITIATIVES

1. Support City Council recruitment efforts to hire a permanent city manager.
2. Coordinate a restart of the city's special events and community programming following two years of pandemic cancellations.
3. Implement City Council adopted milestones for Climate Action Plan No. 1 - Explore policy/ program options to convert 95% of existing buildings to all-electric and No.5- eliminate fossil fuels from city operations by 2030.
4. Complete the municipal election for Districts 1, 2 and 4 in November 2022 and onboard new city councilmembers.
5. Complete the annual goal setting process to develop and effectively manage City Council's priorities.
6. Continue to build staff capacity through professional development and training.
7. Continue system improvements to reduce overhead and increase efficiency.

General Administration

GENERAL ADMINISTRATION EXPENDITURES BY TYPE FY2022-23

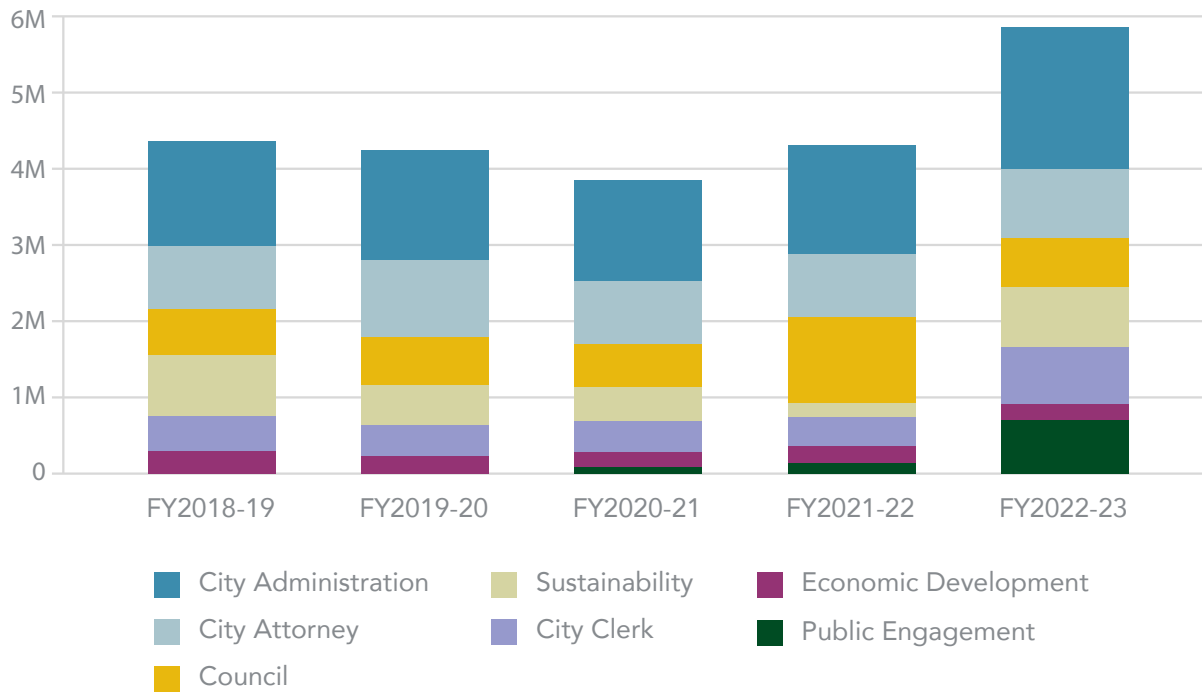


GENERAL ADMINISTRATION EXPENSES SUMMARY

OBJECT TYPE (EX)	FY2022-23
Salaries and Wages	2,181,178
Services	1,320,000
Fringe Benefits	1,309,122
Operating Expenses	597,964
Special Projects Expenditures	297,000
Travel	116,150
Utilities	4,000
Repairs & Maintenance	2,000
Fixed Assets & Capital Outlay	1,700
Rental of land and buildings	1,400
AMOUNT	5,830,514

General Administration

GENERAL ADMINISTRATION DEPARTMENT EXPENSES BY DIVISION
FY2019-20 TO FY2022-23

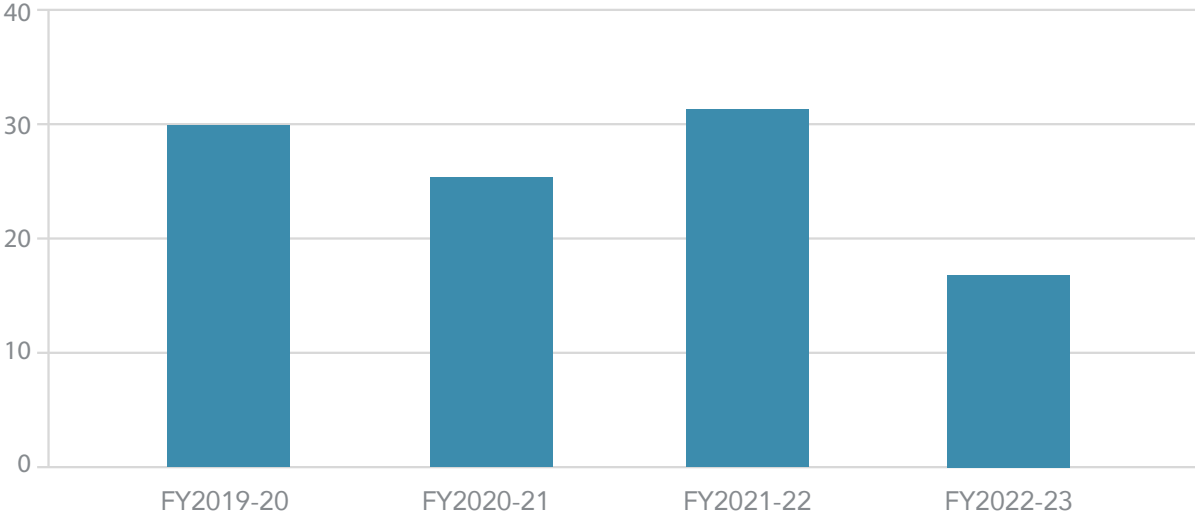


GENERAL ADMINISTRATION DEPARTMENT SUMMARY - EXPENSES

DEPARTMENT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
City Administration	1,386,678	1,435,094	1,326,151	1,414,858	1,860,596
City Attorney	823,418	1,002,484	826,401	826,599	900,000
Sustainability	793,465	531,357	455,966	185,286	779,913
City Clerk	449,593	390,287	399,257	375,822	724,134
Public Engagement	0	0	85,107	148,042	697,723
Council	601,165	626,154	551,522	1,124,314	652,895
Economic Development	296,705	234,483	197,650	208,879	215,252
AMOUNT	4,351,024	4,219,860	3,842,054	4,283,800	5,830,514

General Administration

GENERAL ADMINISTRATION AUTHORIZED PERSONNEL
FY2019-20 TO FY2022-23



Library and Community Services

Lifelong learning, recreation and opportunity for all residents

OVERVIEW

Library and Community Services is responsible for providing a diverse array of lifelong learning and recreational opportunities for Menlo Park residents of all ages, abilities, and lived experiences. We employ skilled and qualified personnel, supported by contracted help and an extraordinary corps of community volunteers to deliver high-quality public services to the Menlo Park community including libraries, recreation, sports, early childhood education, after school programs, youth camps, senior programs, athletic fields and courts, community events, and aquatics.



FY 2022-23 LIBRARY AND COMMUNITY SERVICES FTE BY DIVISION

DIVISION NAME	FY2022-23
1 Service Level Enhancement - Gymnastics	5.75
LCS Operations	7.00
Library	14.00
Pre-School Child Care	23.50
Recreation	4.75
School-Age Child Care	2.00
Seniors	4.25
Sports	5.00
FTE	66.25

FY 2022-23 LIBRARY AND COMMUNITY SERVICES FTE BY DEPARTMENT

DEPARTMENT NAME	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Library and Community Services	71.00	59.00	64.35	66.25
FTE	71.00	59.00	64.35	66.25

FACILITIES

Library and Community Services operates nine public facilities that serve the residents of Menlo Park:

- Arrillaga Family Gymnasium
- Arrillaga Family Gymnastics Center
- Arrillaga Family Recreation Center
- Belle Haven Branch Library
- Belle Haven Child Development Center
- Belle Haven Youth Center
- Burgess Pool
- Menlo Children’s Center
- Menlo Park Library

MENLO PARK COMMUNITY CAMPUS

In 2021, construction began on a new multigenerational facility in the Belle Haven neighborhood that will combine a public library, senior center, gymnasium, afterschool program and aquatics center in one dynamic community space. Opening in 2023, the project is being built to LEED Platinum environmental standards with leading-edge sustainability techniques.

Library and Community Services

GUIDING PRINCIPLES

The City of Menlo Park prioritizes social justice in decisions that affect residents' lives:

1. The fair, just and equitable management of all institutions serving the public directly or by contract
2. The fair, just and equitable distribution of public services and implementation of public policy
3. The commitment to promote fairness, justice, and equity in the formation of public policy

The Parks and Recreation Facilities Master Plan (2019) establishes a blueprint for developing Menlo Park's parklands and recreational amenities for the next 20 years, and includes this statement:

As the city grows and evolves it must ensure that [its] parks and facilities meet the needs of all members of the Menlo Park community. The system should provide equitably distributed active and passive recreation opportunities which engage users, and which are accessible to residents of all ages and abilities, throughout the city.

STRATEGIC DIRECTION

The Library and Community Services Strategic Plan (2021) identifies eight strategic directions for department services and programs:

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

(Numbering is for ease of reference only, and does not represent priority or order of importance.)

PUBLIC LIBRARIES

The City of Menlo Park operates two public library facilities, the Menlo Park Library and the Belle Haven Branch Library, that provide free and equitable access to information, resources, programs, opportunity, study and learning spaces for all members of the community. Services include physical and digital book lending, literacy support and tutoring, technology access, and cultural and educational programs that support lifelong learning, intellectual curiosity and discovery.

The Menlo Park Community Campus now under construction will include a children's library on the ground floor and an all-ages public library on the second floor. The second floor library space also will include a new makerspace, dedicated teen lounge, tutoring room, classroom and conference room. The Belle Haven Branch Library will relocate to the new facility when it opens in 2023.

INDOOR RECREATION

The City of Menlo Park provides a wide variety of recreational classes for all ages, including health and fitness, movement and dance, martial arts, music, performing arts, language learning, and arts and crafts.

Indoor youth sports leagues include volleyball and basketball. Indoor adult basketball includes leagues and drop-in play. The proposed fiscal year 2022-23 budget includes a service level enhancement to reactivate the youth gymnastics program.

Indoor recreation facilities include Arrillaga Family Gymnasium, Arrillaga Family Gymnastics Center and Arrillaga Family Recreation Center.

The Menlo Park Community Campus will include a new gymnasium, senior center, movement studio and fitness center.

OUTDOOR RECREATION

The City of Menlo Park is home to many beautiful parklands and open spaces. Athletic fields host softball leagues, little league baseball, peewee football, lacrosse, soccer and sports classes and camps for all ages.

City-operated outdoor recreation facilities include basketball courts, tennis and pickleball courts, a skate park, picnic areas, natural and artificial turf fields, playgrounds, two dog parks, and walking and hiking trails. Outdoor aquatics programs are provided at Burgess Pool; including lap and competitive swim, swim lessons, and aqua therapy.

Library and Community Services

The Menlo Park Community Campus will include a new, neighborhood-oriented outdoor aquatics center with accessible instructional and performance pools and a family-friendly splash pad.

EARLY CHILDHOOD EDUCATION

The Belle Haven Child Development Center provides licensed, subsidized early childhood education and development services for income-qualified children ages three to five years. The program's daily curriculum is designed to support the socio-emotional, physical and cognitive age-appropriate development of the children and their families. Daily nutritional breakfast, lunch and afternoon snack are integral to the program. Services are funded in part by grant funding from the State of California.

The Menlo Children's Center provides licensed early childhood education for children ages 18 months through five years. The program's daily curriculum includes activities to support the socio-emotional, physical and cognitive age-appropriate development of the children, as well as a nutritional component.

SCHOOL AGE CHILD CARE

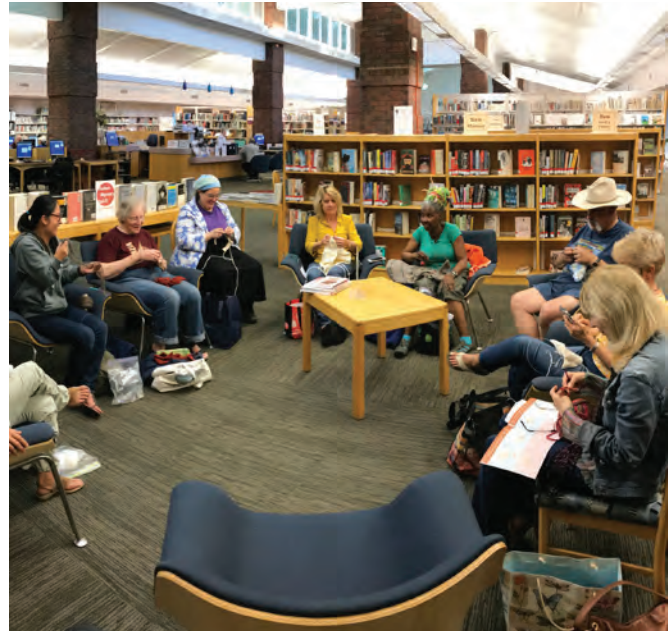
Belle Haven Youth Center provides licensed afterschool care for children in kindergarten through fifth grade during the school year, and a full-day summer camp program. Program includes nutrition, homework support and activities that support the development of the whole child. The program is currently housed in a portable building at Kelly Park during construction of the Menlo Park Community Campus, where it will be permanently housed.

Menlo Children's Center Afterschool Program provides licensed afterschool care for children in kindergarten through fifth grade. A full-day eight-week summer camp program is also provided for school-aged children. All programs include a nutritional component and daily activities to support the socio-emotional, physical and cognitive age-appropriate development of the children.

OLDER ADULTS (SENIORS)

The Menlo Park Senior Program provides classes, social services, special events, health, wellness and social activities for older adults and residents over the age of 55.

Regular programs include a daily nutrition program and meal service, exercise programs, arts and crafts,



peer counseling, insurance counseling, ESL courses, dance and fitness classes, telephone wellness checks, table games, arts and crafts, lifelong learning classes, and food pantry distribution. Transportation services are provided to senior center users daily.

The Menlo Park Senior Program is currently housed at the Arrillaga Family Recreation Center with additional space in Menlo Park Library during construction of the Menlo Park Community Campus, where it will be permanently housed.

STRATEGIC AND MASTER PLANS

Strategic Plan

The Library and Community Services Strategic Plan (2021) is a roadmap for the efficient and effective use of Library and Community Services department facilities, services, programs, resources, and personnel to serve the Menlo Park community.

Parks and Recreation Facilities Master Plan

The Parks and Recreation Facilities Master Plan (2019) studies the City's park and recreation facilities and establishes a blueprint to expand, improve and protect these assets and provide recreational opportunities for the next 20 years.

Bedwell Bayfront Park Master Plan

The Bedwell Bayfront Park Master Plan provides a vision to guide development of this unique urban-wildland interface parkland for the next 25 years.

Library and Community Services

CIVIC INVOLVEMENT

Library Commission

The Library Commission advises the City Council on matters related to the services, programs and facilities of the City's libraries and library systems.

Parks and Recreation Commission

The Parks and Recreation Commission advises the City Council on services, programs, and facilities related to the city's parks and recreation programs.

Youth Advisory Committee

The Youth Advisory Committee engages teens in civic activity by advising the Parks and Recreation Commission on recreational and service programs.

Teen Advisory Group

The informal Teen Advisory Group (TAG) shares ideas for library programs and events for teens.

Volunteer support

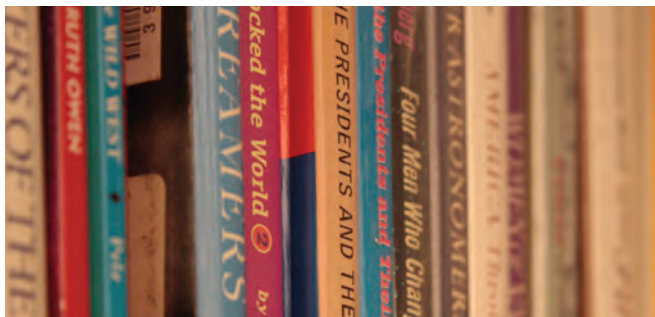
Community volunteers generously give their time, talent, and resources to enhance services and resources to the community. Volunteers provide hands-on support to senior center programs, library programs, homework help, community events, recreation programs, adult literacy and ESL tutoring.

Little Free Libraries

Dozens of volunteer households across Menlo Park support free access to books and reading through a grassroots network of Little Free Libraries.

Organized charitable fundraising

Friends of Menlo Park Library and Menlo Park Library Foundation are all-volunteer, 501(c)(3) charitable nonprofit organizations whose sole mission is to fundraise and support Menlo Park Library programs, services and capital projects.



FISCAL YEAR 2021-22 HIGHLIGHTS

Library and Community Services' fiscal year 2021-22 was one of reinvention, restoration and continued dedication to public service. Highlights included:

Safely reopened public facilities to indoor public access after extended closures that were necessary to protect public health and safety during the COVID-19 pandemic. Reopened facilities included:

- Arrillaga Family Gymnasium
- Arrillaga Family Recreation Center
- Belle Haven Branch Library
- Menlo Park Library

Relocated public services to interim locations to make way for construction of the Menlo Park Community Campus project, including:

- Senior programs - Temporarily relocated to Arrillaga Family Recreation Center with additional space at Menlo Park Library
- Belle Haven Afterschool - Temporarily relocated to portable facilities on the parking area in Kelly Park
- Onetta Harris Community Center recreation classes - Temporarily relocated to Belle Haven Branch Library
- Second Harvest community food distribution - Temporarily relocated to the Alma Street parking area outside the Arrillaga Family Gymnasium

Initiated a comprehensive Menlo Park Community Campus operations planning and community engagement process with milestones and timelines to prepare for the anticipated opening and start of operations in the new facility in 2023.

Secured a combined total \$1,685,000 in grants to support early childhood education, literacy, capital improvements and other initiatives, including:

- \$1,052,000 from California Department of Education to offset operational costs at the Belle Haven Child Development Center
- \$350,000 from San Mateo County (Big Lift) to enhance full day child care services at the Belle Haven Child Development Center
- \$199,000 in California Drought, Water, Parks, Climate, Coastal Protection and Outdoor Access for All Act of 2018 Proposition 68 Per Capita grant funding to support the construction of a new aquatics center in conjunction with the Menlo Park Community Campus facility project

Library and Community Services

- \$33,000 from San Mateo County to support summer enrichment programs for Menlo Park children
- \$31,000 from San Mateo County (Older Americans Act and California Department on Aging) to support transportation services for Menlo Park seniors
- \$20,000 from California State Library to develop “Read Together” kits for developing early literacy skills in Menlo Park children.

Secured a combined total \$600,000 in new donation commitments from local charitable nonprofit organizations Menlo Park Library Foundation and Friends of Menlo Park Library toward new library books, media, furnishings and equipment for the Menlo Park Community Campus project.

FISCAL YEAR 2022-23 BUDGET AND INITIATIVES

Our guiding principle for public service delivery is to provide fair, just and equitable access to public resources and services for Menlo Park residents of all ages, abilities, and lived experiences, in all neighborhoods of the city, in alignment with City Council goals and priorities.



PRIORITY INITIATIVES IN FY2022-23

The department’s highest priority initiative is to prepare for the successful opening and start of operations at the Menlo Park Community Campus in 2023.

Other significant initiatives in fiscal year 2022-23 include, in no particular order:

Prepare a request for proposals (including outreach and in-house management options) – to which the current aquatics current operator Team Sheeper, Inc. would be invited and encouraged to respond – for an aquatics operator at Burgess Pool and the future Menlo Park Community Campus aquatics center.

Support Public Works, the community and stakeholders during completion of the renovation project and recreational programming at Willow Oaks Park.

Implement the parks and recreation registration management software platform per the recommendations in the Information Technology Master Plan.

Implement the pilot project to provide neighborhood access to the Belle Haven School field for neighborhood-oriented informal play, gathering, walking and exercise on weekdays after school and weekends.

Reactivate the youth gymnastics program at Arrillaga Family Gymnastics Center, pending City Council authorization of personnel and resources in the fiscal year 2022-23 operating budget.

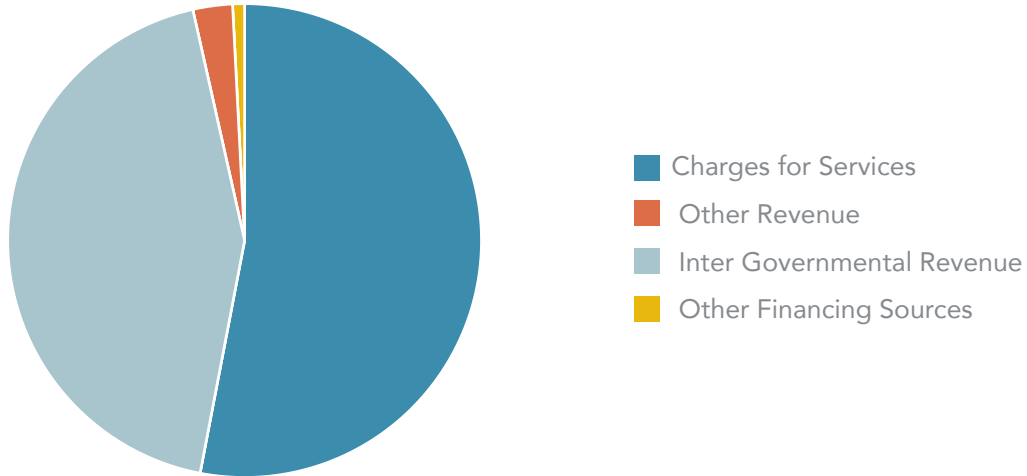
Increase enrollment at Belle Haven Child Development Center and Menlo Children’s Center Preschool to full capacity by the end of fall 2022.

Ongoing initiatives

- Operate an efficient and effective municipal department that is responsive to changing community needs and meets service delivery goals within approved operating budgets.
- Use statistics, community input and survey response data, strategic and master plan documents, and best practices to analyze and refine public services and programs in alignment with City Council priorities.
- Coordinate with the City Manager’s office on engagement and outreach with the community in a way that meaningfully involves residents in public decision-making that affects their lives.
- Secure external resources from grants, volunteers, charitable donations and partnerships to enhance services to the community in greater value than the costs to acquire and maintain the external resources.

Library and Community Services

LIBRARY AND COMMUNITY SERVICES DEPARTMENT REVENUES BY TYPE FY2022-23

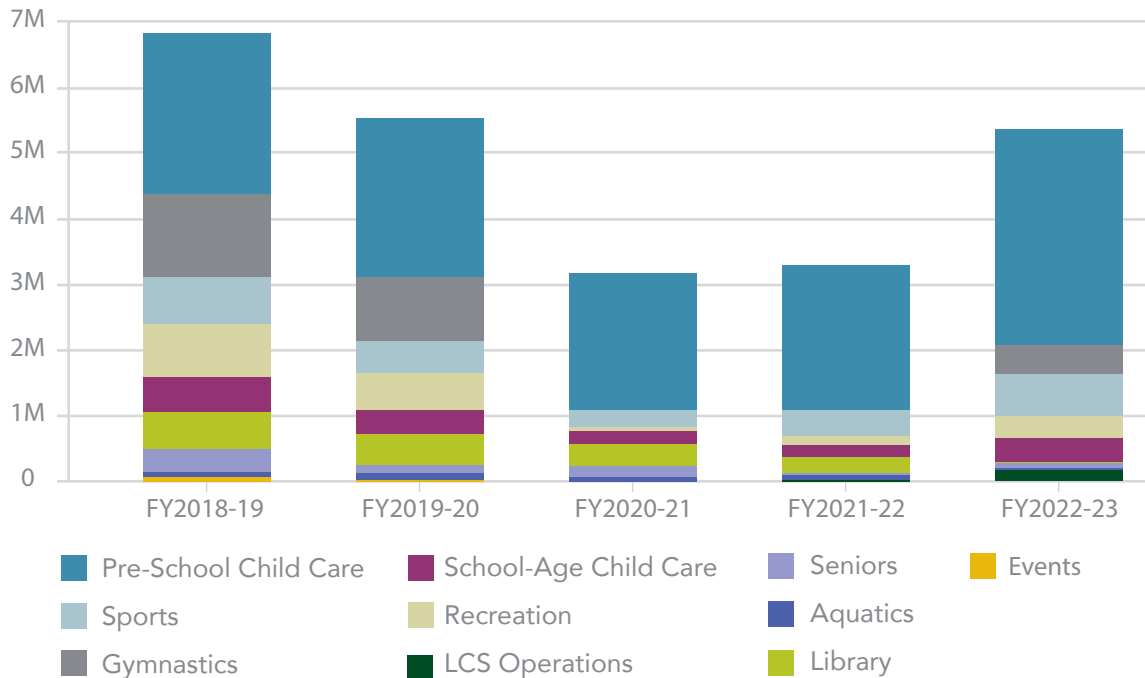


LIBRARY AND COMMUNITY SERVICES DEPARTMENT REVENUES SUMMARY

OBJECT TYPE (RE)	FY2022-23
Charges for Services	2,847,000
Inter Governmental Revenue	2,335,000
Other Revenue	145,000
Other Financing Sources	43,700
AMOUNT	5,370,700

Library and Community Services

LIBRARY AND COMMUNITY SERVICES REVENUES BY DIVISION
FY2019 - FY2023

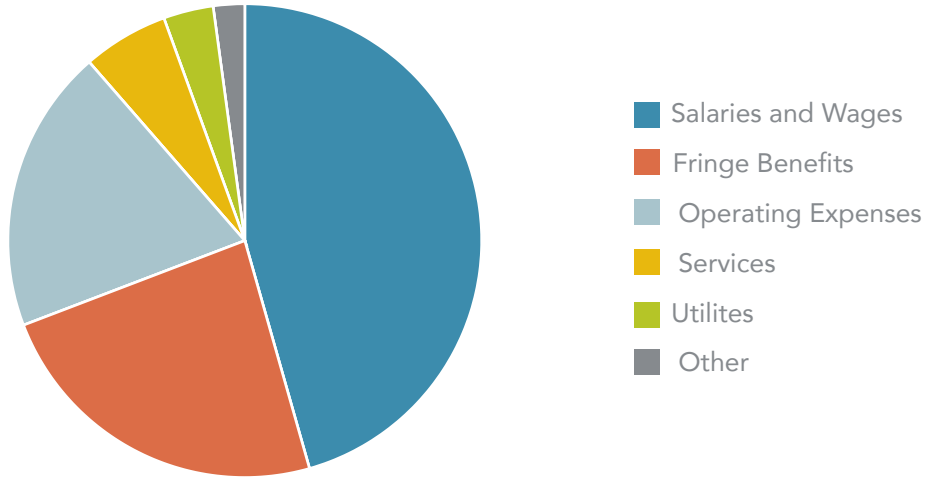


LIBRARY AND COMMUNITY SERVICES DEPARTMENTAL REVENUES SUMMARY

DEPARTMENT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Pre-School Child Care	2,468,625	2,422,467	2,094,017	2,217,215	3,295,000
Sports	705,248	496,562	260,514	385,472	620,000
Gymnastics	1,257,112	960,719	4,764	0	450,000
School-Age Child Care	533,316	377,062	185,871	189,731	374,000
Recreation	824,005	559,222	60,170	140,486	355,000
LCS Operations	0	0	0	20,261	170,000
Seniors	344,590	126,069	161,104	38,962	56,700
Aquatics	84,876	84,841	60,000	60,000	30,000
Library	562,357	471,962	349,973	235,837	20,000
Events	59,801	28,406	502	3,753	0
AMOUNT	6,839,929	5,527,308	3,176,914	3,291,717	5,370,700

Library and Community Services

LIBRARY AND COMMUNITY SERVICES EXPENSES BY TYPE
FY2022-23



LIBRARY AND COMMUNITY SERVICES DEPARTMENTAL EXPENSES SUMMARY

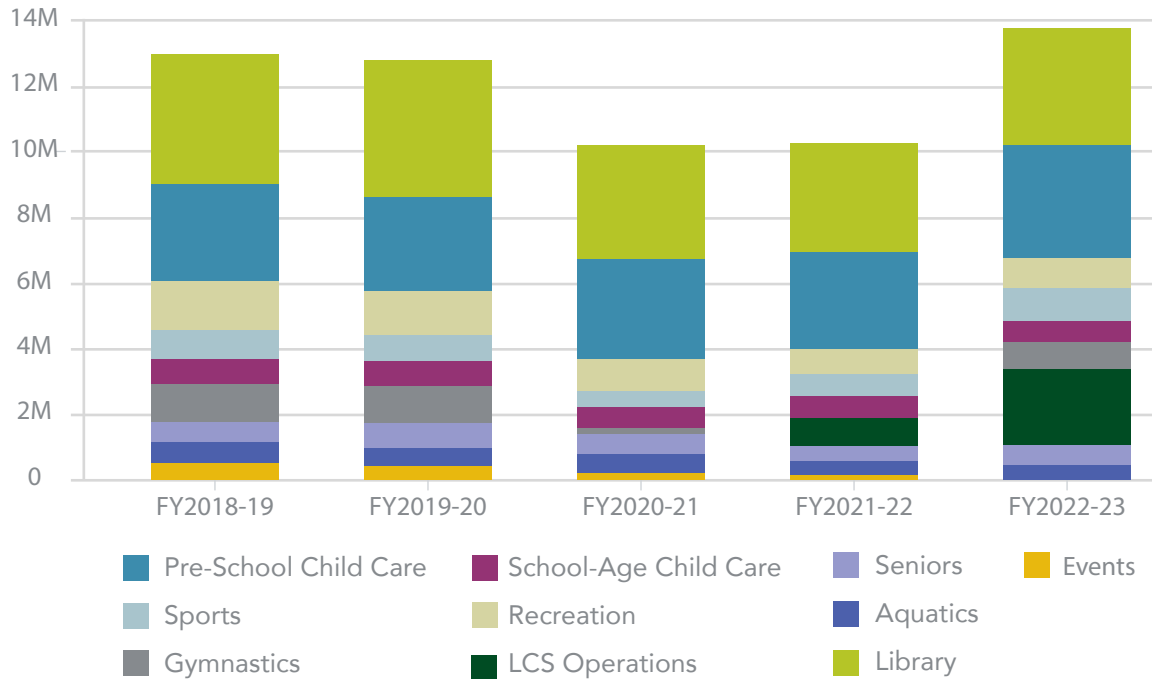
OBJECT TYPE (EX)	FY2022-23
Salaries and Wages	6,267,636
Fringe Benefits	3,244,207
Operating Expenses	2,666,290
Services	804,850
Utilities	468,700
Repairs & Maintenance	128,000
Fixed Assets & Capital Outlay	118,400
Transfers	43,700
Travel	4,600
AMOUNT	13,746,383



Architect's rendering of the Menlo Park Community Campus. Now under construction in the Belle Haven neighborhood - Opening in 2023.

Library and Community Services

LIBRARY AND COMMUNITY SERVICES DEPARTMENT EXPENSES BY DIVISION
FY2019 TO FY2023

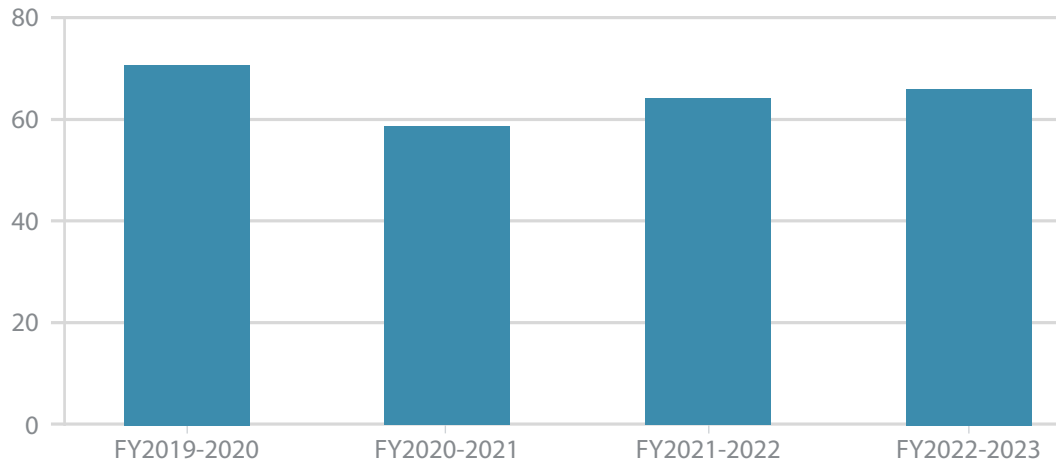


LIBRARY AND COMMUNITY SERVICES DEPARTMENTAL EXPENSES SUMMARY

DEPARTMENT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Library	3,999,460	4,148,962	3,493,339	3,346,240	3,512,938
Pre-School Child Care	2,947,799	2,904,786	3,052,843	2,914,019	3,458,194
LCS Operations	0	0	0	824,532	2,288,956
Recreation	1,485,696	1,343,463	974,405	781,625	961,852
Sports	887,620	769,897	502,207	670,671	957,664
Gymnastics	1,166,666	1,137,703	178,786	28,133	838,864
School-Age Child Care	761,414	786,851	631,006	665,003	650,821
Seniors	616,535	735,108	605,151	460,742	632,205
Aquatics	649,482	574,904	566,183	442,469	444,889
Events	478,632	388,757	219,074	125,327	0
AMOUNT	12,993,305	12,790,433	10,222,993	10,258,761	13,746,383

Library and Community Services

LIBRARY AND COMMUNITY SERVICES AUTHORIZED PERSONNEL
FY2019-20 TO FY2022-23



Police

Lifelong learning, recreation and opportunity for all residents

OVERVIEW

The Police Department operates a full-service police agency administering public safety - committed to protecting lives and property, preventing crime, maintaining public order, thoroughly investigating crimes, enforcing municipal codes, facilitating traffic safety and collaborating with our community.

Police personnel are dedicated to providing high quality service to the public through swift response, fairness and equity towards every person we contact. We are here to help, and we are here to advocate and champion for those who are too weak, injured or vulnerable to take effective action themselves.

The department is committed to an engaged and transparent relationship with the public. We understand that one of the foundational principles of policing is that "the police are the public, and the public are the police." In policing through the consent of the public, we understand that the way we do our job must meet the standards of the community that we serve.

Operationally, this department provides the following services:

DISPATCH

The public safety dispatch center is operational 24/7 including holidays and weekends in order to receive service calls from the public (and other agencies) as well as support officers via radio communications, and is considered an area Public Safety Answering Point (PSAP). Dispatchers run suspect and premise checks, verify identification and enter various other information into statewide databases, i.e., stolen vehicles, stolen property or missing persons. Our state-of-the-art dispatch center receives 911 calls from landline, VOIP and cellphone callers, and "text to 911" calls. In the past year, 95% of the nearly 9,000 emergency calls were answered in 10 seconds or less.



ADMINISTRATIVE DIVISION

The Administrative Division consists of department command staff, records, property and evidence, police training and emergency preparedness personnel. This includes department operations where records staff processes citations subpoenas, parking permits, crime statistics reporting, property and evidence management, coordination with the district attorney's office and preparing case information. Additionally, this division is responsible for the professional development of police employees by planning and implementing training that meets or exceeds legal mandates. The division coordinates with the Menlo Park Fire Protection District on emergency preparedness plans and training.

PATROL SERVICES DIVISION

The Patrol Services Division is the most visible part of the Police Department, consisting of uniformed officers and professional staff who are making contact with residents, business owners and visitors on a daily basis. Patrol Services provides the first level of police response to a broad variety of emergency and non-emergency calls. During fiscal year 2021-22, the Patrol Services Division handled over 21,000 calls for service and over 6,200 officer initiated incidents. Patrol Services include traffic and parking enforcement, canine officer, a school police officer program, code enforcement, special events coordination, SWAT and crisis negotiations, field training, problem-oriented policing team and traffic enforcement / collision investigation team. In 2021-22, police expanded use of its bicycle team, resulting in a greatly enhanced strategy for connecting and engaging with the public.

INVESTIGATIONS DIVISION

The Investigations Division is comprised of the General Investigations Unit. The General Investigation Unit handles all assigned general criminal investigations while assisting patrol services at major crime scenes or with other complicated cases. Cases range from burglaries and robberies to large-scale frauds including identity theft, crimes against children, sexual assaults and homicides. Additionally, it conducts periodic probation and parole checks undercover operations, coordinating and working collaboratively with other law enforcement organizations and task forces on a variety of quality of life concerns.

FY 2022-23 POLICE FTE BY DIVISION

DIVISION NAME	FY2019-20	FY2020-21	FY2021-22	FY2022-23
1 Service Level Enhancement - Administration	0.00	0.00	0.00	1.00
1 Service Level Enhancement - Patrol	0.00	0.00	0.00	6.00
Administration	11.50	10.50	10.50	9.92
Communications	8.50	8.50	8.50	7.50
Patrol	50.50	42.50	43.50	45.08
Special Operations	6.00	0.00	0.00	0.00
FTE	76.50	61.50	62.50	69.50

FY 2022-23 POLICE FTE BY DEPARTMENT

DEPARTMENT NAME	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Police	76.50	61.50	62.50	69.50
FTE	76.50	61.50	62.50	69.50

FISCAL YEAR 2021-22 HIGHLIGHTS

- Over the course of fiscal year 2021-22, the police sought to answer a number of public questions regarding progressive policing and police reform. Much of this discussion was generated from public commentary following the murder of George Floyd in May 2020. A Subcommittee to Reimagine Public Safety was formed, including the city manager, the police chief, two city council members and an academic. Over the course of fiscal year 2021-22, several community conversations were held, facilitated by Dr. Terri Givens, to generate public feedback themes on policing to help shape and inform Menlo Park’s policing strategy. In all, these “safe space focus groups” were held in each of the five city council districts, and culminated in a town hall-style community meeting to review the themes and discuss approaches to each through public transparency and a community-police advisory roundtable group in the upcoming year.
- The Police Department facilitated a large amount of training in 2022, in response to legislation-mandated requirements for law enforcement, and in response to best practices in progressive policing. Leadership staff received in-house trainer certifications to maintain de-escalation and use-of-force training now required in response to SB 230 and AB 392. In-house trainers have also been developed to provide ongoing training on Principled Policing. Additionally, other leaders in the organization are receiving “Why’d You Stop Me” training, which reinforces principles of procedural justice and de-escalation during community contacts. The department sent at least a dozen officers to training for response to non-criminal barricade situations involving people in crisis, and continues in our commitment to send all personnel to San Mateo County’s highly respected multi-day training with experts from law enforcement and the National Alliance on Mental Illness for crisis intervention.
- In response to citywide goals and the recommendations of the Environmental Quality Commission, the department has committed to procuring electric patrol vehicles for a coordinated pilot test with Public Works to further the City’s commitment to electrify the fleet by 2030.
- Police started collecting live data as required by the Racial Identity Profiling Act (RIPA) on January 1, 2022, following extensive testing of various reporting platforms and training of all personnel. The Records Unit has been tasked with reviewing all incoming RIPA data from contacts over the 20,000-plus service and officer-initiated calls to identify and correct any errors in the complex reporting process. Shortly after going live with RIPA, the department made the transition from the old Uniform Crime Reporting (UCR) to the California Incident Based Reporting System (CIBRS). The records staff attended 40+ hours of training to understand the new reporting

Police

requirements in order to prepare training documents for the officers. Multiple in house trainings were held for officers to prepare them to document cases in a new way to comply with the new reporting requirements. Every quarter, the Department of Justice adjusts the different reporting tables and the records unit must quickly adjust and adapt to those changes and relay any practice changes to the rest of the department members.

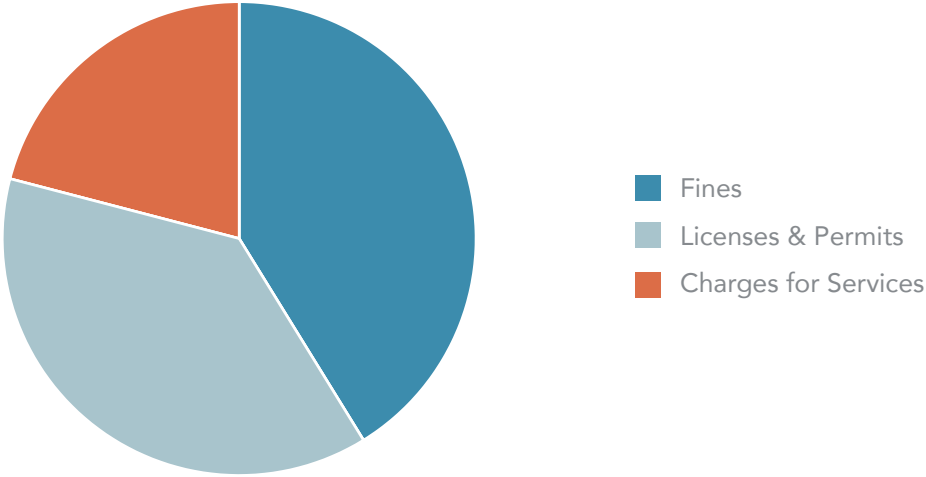
- With the return to school for many and the continuing return of the workforce to in-person operations, traffic of all types, including pedestrian, bicycle and vehicular traffic has also returned. Having lost our full-time dedicated traffic team to budget cuts in 2020, the department stood up a two-person traffic unit from existing personnel to provide education, enforcement and coordination to address re-emerging traffic issues. While staffing did not consistently support use of the traffic unit (patrol response takes precedence), the department is dedicated to finding ways to maintain unit staffing with service enhancements in 2022-23.
- During fiscal year 2021-22, the entire department transitioned from remotely providing non-patrol services, during the most restrictive times of the pandemic, to a hybrid service model to meet community needs. The department continues to provide full-service public safety service to the community, as it has throughout this difficult time.

FISCAL YEAR 2022-23 BUDGET AND INITIATIVES

- Continuing with the Reimagining Public Safety Initiative, including 1) Establishment of a Community – Police Advisory Roundtable as an update to the previous chief’s advisory group, 2) Transparency presentations – providing a “backstage pass” to better inform and engage with the community
- Adding a software-based engagement tool to gauge community satisfaction on service response and provide follow-up
- Reviewing and refreshing our public Police Daily Log and data dashboards to be more informative and useful to the public
- Refresh of the annual report to be more reflective of our work engaging with and keeping our community safe, in addition to established accountability measurements
- Continued expansion of bicycle-certified officers and bicycle team patrols and engagement
- Deployment of three fully electric patrol vehicles as a pilot program towards fleet electrification
- Expansion of the community engagement team (recruitment, community events, community academy)



POLICE REVENUES BY TYPE
FY2022-23

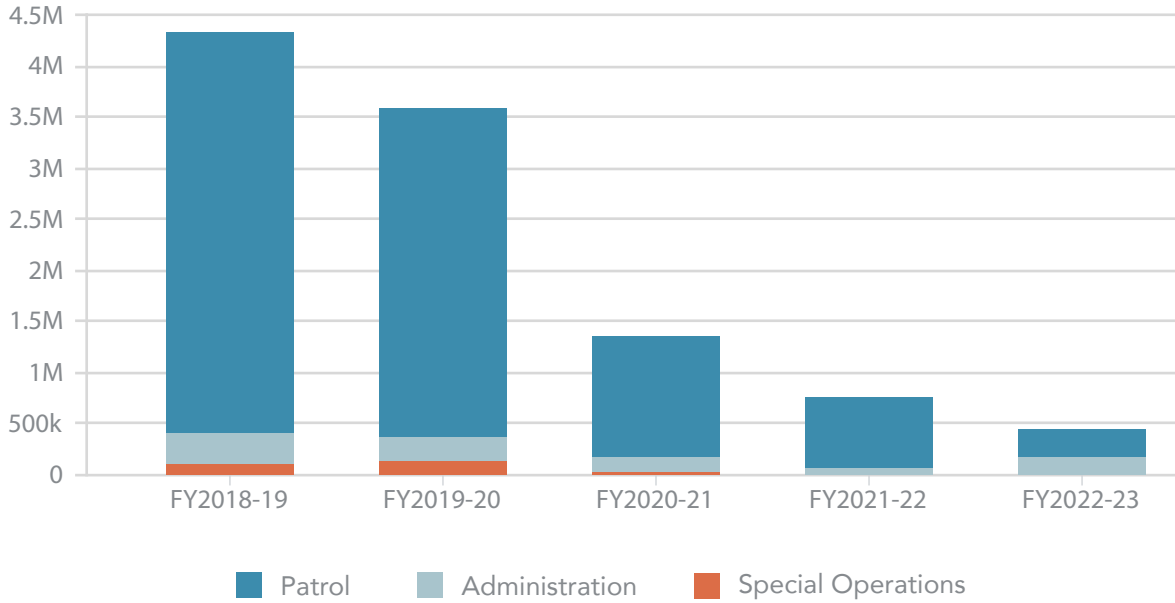


POLICE DEPARTMENT REVENUES SUMMARY

OBJECT TYPE	FY2022-23
Fines	185,000
Licenses & Permits	170,000
Charges for Services	94,000
AMOUNT	449,000

Police

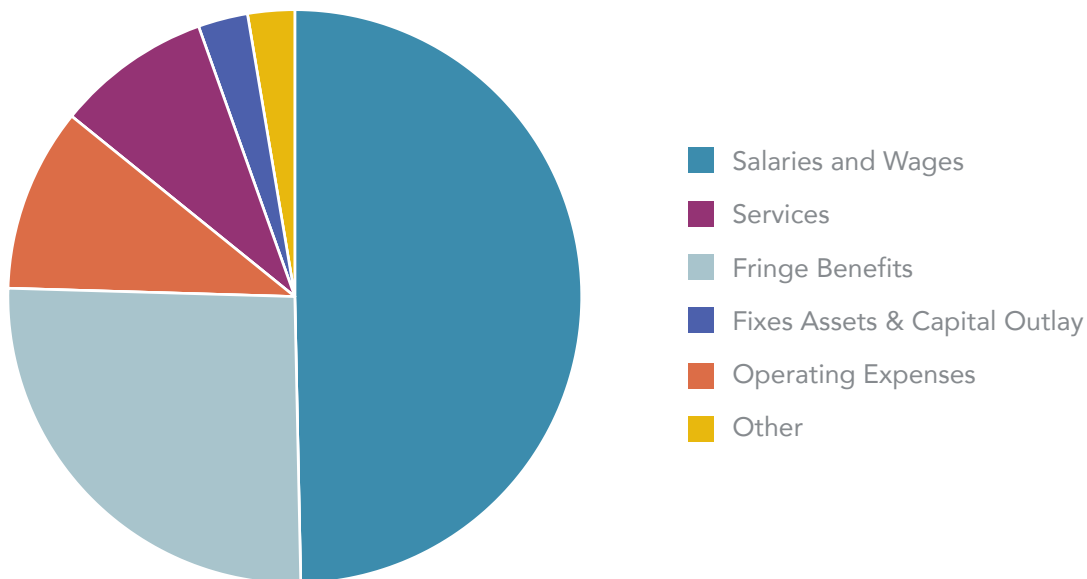
POLICE REVENUES BY DIVISION
FY2019 - FY2023



POLICE DEPARTMENT REVENUES SUMMARY

DEPARTMENT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Patrol	3,934,821	3,226,730	1,180,008	684,739	285,000
Administration	303,362	231,300	153,876	68,058	164,000
Special Operations	105,013	135,721	22,451	1,048	0
AMOUNT	4,343,197	3,593,750	1,356,335	753,845	449,000

POLICE EXPENSES BY TYPE
FY2022-23

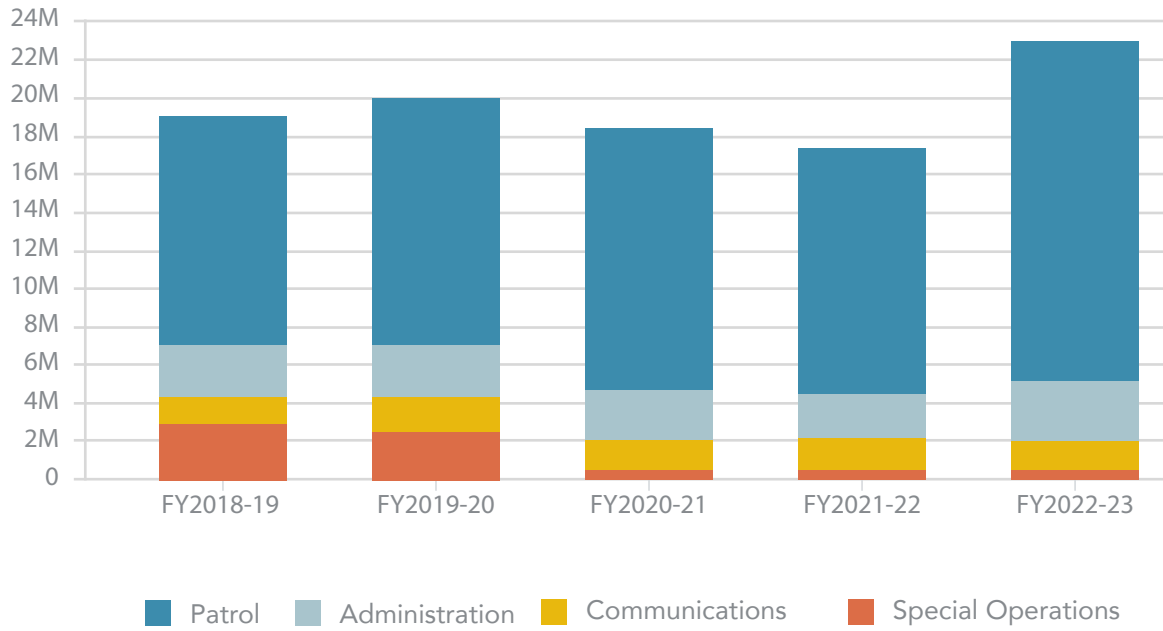


POLICE DEPARTMENT EXPENSES SUMMARY

OBJECT TYPE (EX)	FY2022-23
Salaries and Wages	11,399,885
Fringe Benefits	5,920,013
Operating Expenses	2,376,772
Services	2,004,778
Fixed Assets & Capital Outlay	643,100
Repairs & Maintenance	342,621
Rental of land and buildings	136,000
Utilities	121,973
Travel	6,500
AMOUNT	22,951,641

Police

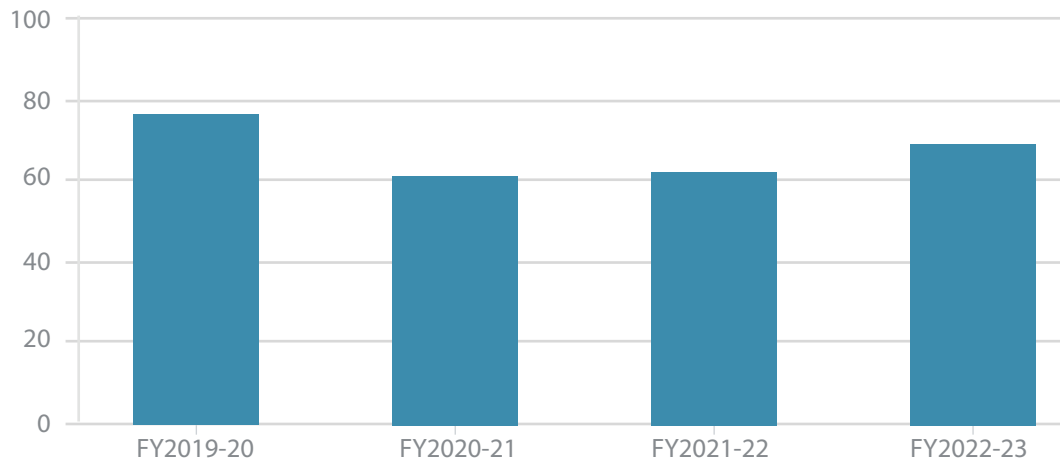
POLICE EXPENSES BY DIVISION FY2019 - FY2023



POLICE DEPARTMENT EXPENSES SUMMARY

DEPARTMENT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Patrol	12,014,110	12,856,682	13,742,876	12,910,874	17,787,115
Administration	2,730,433	2,744,789	2,574,303	2,307,384	3,145,031
Communications	1,394,606	1,791,738	1,654,207	1,684,217	1,558,678
Special Operations	2,925,536	2,541,164	472,083	459,824	460,817
AMOUNT	19,064,685	19,934,374	18,443,469	17,362,299	22,951,641

POLICE AUTHORIZED PERSONNEL
FY2019 - FY2023



Public Works

Engineering, Maintenance, Transportation

OVERVIEW

Public Works is responsible for building and maintaining the City's infrastructure and facilities, and for providing street, sidewalk, water, stormwater, parks, trees and transportation services.

Public Works protects investments in infrastructure and public facilities to ensure the health and safety of the community in an efficient, sustainable and cost effective manner. It consists of three divisions: Engineering, Maintenance and Transportation.



FY 2022-23 PUBLIC WORKS FTE BY DIVISION

DIVISION NAME	FY2022-23
1 Service Level Enhancement - Facility/Field Capital Project	1.00
1 Service Level Enhancement - Water	1.00
City Tree	6.37
Development Services	4.32
Facilities	5.21
Facility/Field Capital Project	10.68
Fields/Grounds	8.82
Right-of-Way	6.88
Stormwater	0.95
Streets	6.29
Transportation Management	10.46
Vehicle	2.18
Water	9.11
FTE	73.27

FY 2022-23 PUBLIC WORKS FTE BY DEPARTMENT

DEPARTMENT NAME	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Public Works	68.50	63.00	72.60	73.27
FTE	68.50	63.00	72.60	73.27

ENGINEERING DIVISION

Engineering has three sections: Capital improvements, Development Services and Utilities.

Capital Improvements Section

The Capital Improvements Section manages the City's capital improvements, including construction and maintenance of City infrastructure and facilities. The

design of capital improvement projects is done in-house or in conjunction with professional consultants. Capital improvement projects are publicly and competitively bid and built by general contractors. Each year, this section assesses the infrastructure needs and develops a five-year improvement plan and budget. These projects include street and parks

Public Works

improvements, sustainability projects and rehabilitation of city facilities, as detailed in the annual capital improvement plan. The program is managed by staff and supported by consulting firms.

Development Services Section

The Development Services Section ensures that private development and activities within the public right-of-way meet the required standards and conditions set by the City. The section manages encroachment permits for private developers, utility companies, property owners and contractors working within the City's public right of way ensuring that the infrastructure constructed both on private property and in the public right of way meets the appropriate engineering standards and regulatory requirements for grading, drainage, Federal Emergency Management Agency compliance and stormwater management. Development services provide timely comprehensive plan review and inspection. Given the number of large projects currently in construction and the overall private development activity levels, the section also depends on consultants for plan checking and contract inspectors.

Utilities Section

The Utilities Section manages Menlo Park Municipal Water, the city's storm drain system and the leachate and gas collection systems at Bedwell Bayfront Park. Menlo Park Municipal Water provides safe and reliable potable water to 16,000 customers through 55 miles of water mains and approximately 4,300 service connections (residential, commercial,

industrial, institutional, irrigation, and fire) ensuring that water quality meets Federal Safe Drinking Water Act standards. The water distribution system includes a pump station and two reservoirs holding 5.5 million gallons of potable water. The section manages new water connections, oversees the cross-connection control program, handles water billing, enforces water conservation regulations, evaluates potable water reliability and alternate sources of water, and develops and manages water infrastructure, such as emergency well and water main replacements.

As part of the stormwater management effort, the Utilities section assesses flood risk and storm preparedness; plans for flood protection and infrastructure needs; participates in OneShoreline, the San Mateo County Flood and Sea Level Rise Resiliency District; implements pollution prevention policies ensuring compliance with the National Pollution Discharge Elimination System permits; meets regulatory requirements protecting creek and bayland habitats; and coordinates with regional entities on stormwater management. Stormwater capital projects are also developed and managed by the Utilities section.

Bedwell Bayfront Park, a former landfill that closed in 1984, is managed by staff who oversee leachate and gas collection, handle systems in accordance with the State Water Resources Control Board and Bay Area Air Quality Management District regulations, and plan for capital improvements. The staff are supported by consulting firms.



Public Works

MAINTENANCE DIVISION

The Maintenance Division provides many of the basic services affecting the daily lives of everyone living, working, visiting and commuting within the city. This division supports all other departments through facilities, fleet, parks, streets and trees.

Facilities Section

The Facilities Section provides operations, maintenance and repair services for the 26 City-owned facilities, totaling over 250,000 square feet of building space. This section is managed by staff and supported by contractors to manage custodial services, commercial kitchens, elevators, burglar alarms, fire alarms, interior and exterior surfaces, heating, ventilation, air conditioning, pest control, electrical power, lighting and more. Facilities staff also manage minor remodel and repair projects, which have been critical to ready facilities to provide in-person services as the pandemic subsides and for preparations for the construction of the Menlo Park Community Campus project. This section also provides the increased custodial services that have been required in response to the pandemic.

Fleet Section

The Fleet Section acquires and disposes of vehicles and equipment, provides preventive maintenance and repairs on vehicles and equipment, and purchases parts and accessories. Currently, the section maintains 200 vehicles and large pieces of equipment, 50 small pieces of equipment and four emergency generators. The section also maintains the underground fuel storage tank system and sells fuel to four outside agencies via shared service agreements.

Parks Section

The Parks Section maintains and renovates 14 parks and 2 open spaces, 14 playgrounds, 2 dog parks, 9 sports fields, 14 tennis courts, facility grounds, 8 parking plazas and irrigation equipment and medians. This section is responsible for management of the city's herbicide free parks program, maintains landscaping and turf at city parks and facilities. Parks staff is supported by contract services to maintain over 250 acres of parks and open space, including approximately 85 acres of developed parks and grounds. This section has also provided significant support to the temporary street closures along Santa Cruz Avenue to support temporary outdoor use, by placing and maintaining potted trees and plants to improve the ambiance of the space. The section completed significant sustainability improvements to

city parks and grounds to reduce potable water use, by removing turf areas and increased plantings with native California species.

Streets Section

The Streets Section ensures city streets are clean and safe by properly maintaining sidewalks, pathways, bicycle bridges and parking lots. Staff and private contractors perform street sweeping, street light and traffic signal maintenance, street striping, storm drain cleaning and emergency pavement repairs. The section is responsible for approximately 97 miles of streets, 4,000 traffic/street signs, graffiti abatement and public sidewalk hazard reduction through the sidewalk repair and replacement programs. This section has also provided significant support to the temporary street closures along Santa Cruz Avenue to support temporary outdoor uses, by procuring, placing and maintaining the barricades and signs.

Trees Section

The Trees Section manages the urban canopy, which promotes a pleasing natural environment with related social, economic and environmental benefits. The section oversees the heritage tree ordinance, requiring permits for pruning and removing heritage trees on public and private property. In addition, the program maintains 20,000 public trees located in or near streets, parks and city facilities.



TRANSPORTATION DIVISION

The Transportation Division strives to efficiently move people and goods throughout Menlo Park by providing a transportation network through planning, engineering and education. The division works to reduce traffic congestion by promoting ride-sharing, bicycling, walking and commute options such as bicycle education and safety programs and securing bicycle and pedestrian infrastructure improvement grants. The city shuttle program offers residents

and local employers free connections between the Caltrain station and key destinations around the city. The division, with assistance from contractors and consultants, maintains 42 traffic signals, over 2,200 streetlights and all signs and roadway markings throughout the city.

FISCAL YEAR 2021-22 HIGHLIGHTS

- Began construction on the Menlo Park Community Campus and clean energy infrastructure (microgrid) in collaboration with Meta Platforms
- Released a request for proposals for Caltrain quiet zone implementation study; engineering consultant selection is expected in summer 2022
- Began design of the Middle Avenue pedestrian and bicycle rail crossing in partnership with Caltrain; executed a purchase and sale agreement for a portion of 700-800 El Camino Real to support implementation of the project
- Initiated the Middle Avenue Complete Street project, including hosting a community meeting and survey to gather feedback
- Completed the Transportation Management Association feasibility study
- Secured Caltrans grant funds (\$150,000) for a comprehensive shuttle program evaluation, and a California Department of Parks and Recreation grant (\$600,000) for the construction of the Haven Avenue streetscape project
- Continued multi-agency collaboration efforts with the San Francisquito Creek Joint Powers Authority, PG&E and Meta to implement the SAFER Bay (sea level rise) feasibility study through the FEMA Building Resilient Infrastructure and Communities grant opportunity (\$67 million), and advanced opportunities to secure funding for additional future efforts near Bedwell Bayfront Park in collaboration with OneShoreline
- Worked to reduce flooding and impact of severe storms by completing construction of the Bayfront Canal and Atherton Channel flood protection and habitat restoration project, in partnership with OneShoreline, the San Francisquito Creek upstream project including replacement of the Pope Chaucer bridge, and continued progress on the Chrysler Pump Station replacement project
- Executed a cost sharing agreement with San Mateo County for the Coleman Ringwood Avenues Transportation Study and kicked off the study with community outreach in spring 2022
- Coordinated drought and water conservation programs in response to the state's declaration of a water shortage emergency across San Mateo County and California
- Received the Tree City USA Growth Award from the Arbor Day Foundation, planted nearly 170 trees, and implemented many of the new heritage tree ordinance requirements
- Implemented reduced school zone speed limits
- Revised the transportation impact analysis guidelines related to vehicle miles traveled thresholds
- Completed resurfacing of Willow Road between Chester Street and Middlefield Road; Middle Avenue between San Mateo Drive and Olive Street; and on-call asphalt and concrete repairs on Madera Avenue, El Camino Real, and Garwood Way/Merrill Street
- Completed construction of pathways in Sharon Park, renovation of the Burgess pool chemical room and electrical and equipment upgrades to allow next-generation 911 service, and replaced the roof at the Menlo Atherton Cooperative Nursery School at 802 Middle Ave.
- Substantially completed the Chilco Streetscape project, water main replacement project for Haven Avenue, the Middle Avenue and Nealon Park pedestrian improvement project
- Continued construction on the Ravenswood Avenue/Laurel Street intersection modifications and the Suburban Park/Flood Triangle neighborhood street light replacement and series circuit project
- Awarded a construction contract for the Sharon Road sidewalks project
- Completed the conceptual design of the Willow Oaks Park improvement and Burgess Park playground replacement projects
- Continued the design of the Bedwell Bayfront Park landfill leachate and gas collection and control systems improvements, Ravenswood Avenue resurfacing project, installation of electric vehicle chargers at city facilities, Haven Avenue Streetscape project, and the Belle Haven traffic calming plan
- Continued development of a self-evaluation and transition plan pursuant to the Americans with Disabilities Act
- Supported ongoing construction of major redevelopment projects in partnership with Community Development, including projects at Jefferson Drive and Constitution Drive (Menlo Uptown), Springline at 1300 El Camino Real, at the Meta Campus, and the Constitution Drive phase of Menlo Gateway

Public Works

- Updated the 2021 multijurisdictional local hazard mitigation plan including Menlo Park’s annex in partnership with 37 County of San Mateo jurisdictions, and are continuing to explore future grant opportunities to further this work
- Continued implementing strategies identified in the department’s organizational review for improvement, including updating standard engineering details, documenting maintenance service levels, and continuing work towards American Public Works Association accreditation

FISCAL YEAR 2022-23 BUDGET AND INITIATIVES

Demand for public works services is anticipated to remain high, as infrastructure ages, climate change impacts infrastructure and its resiliency, regulatory requirements from the state are expanding for stormwater and water, and development and utility construction activity continues at higher than normal levels. New funding opportunities from the federal and state governments are also providing an infusion of resources for transportation and utility projects.

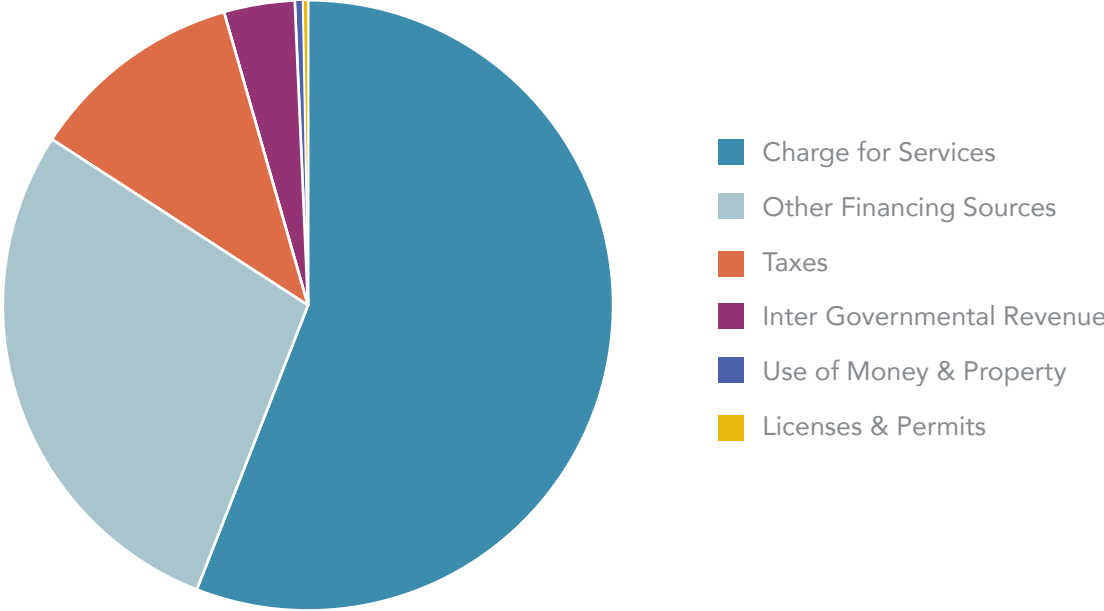
While this budget proposal substantially retains funding for current services, it also includes requests to expand services for 2022-23 in response to some of these changes: the escalating drought conditions and in anticipation of award of the FEMA Building Resilient Infrastructure and Communities grant to support implementation of a portion of SAFER Bay. The capital program also strategically identifies projects for which new or additional funding is needed.

Goals and initiatives for fiscal year 2022-23 include:

- Complete construction of the Menlo Park Community Campus and clean energy infrastructure (micro-grid) in collaboration with Meta Platforms
- Expand outreach efforts to educate customers on drought conditions and water conservation requirements. This also includes beginning the installation of automated water meters to provide hourly water usage information.
- Continue to advance efforts to plan, fund and construct resiliency projects, such as SAFER Bay
- Advance transportation priorities according to the goals of the Transportation Master Plan, with an emphasis on safety projects including the Middle Avenue pedestrian and bicycle rail crossing, Willow Road and Newbridge Street pedestrian and bicycle improvements, El Camino Real pedestrian crossings, and the Caltrain quiet zone implementation study
- Continue timely processing of encroachment permit and development applications
- Continue to reduce the capital project backlog, beginning construction on Willow Oaks Park improvements, Ravenswood Avenue resurfacing, Sharon Road sidewalks, Haven Avenue streetscape improvements, and a new roof on one of the water storage reservoirs
- Complete American Public Works Association accreditation



PUBLIC WORKS REVENUES BY TYPE
FY2022-23

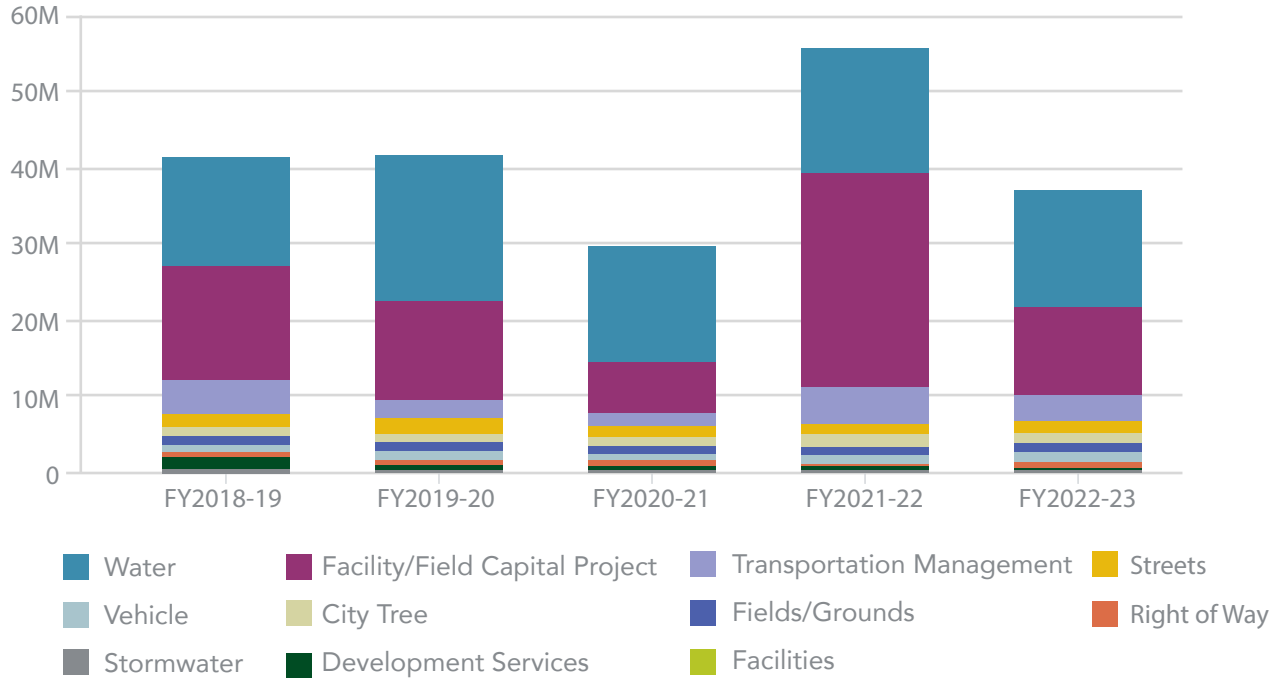


PUBLIC WORKS - REVENUES

OBJECT TYPE (RE)	FY2022-23
Charges for Services	20,655,398
Other Financing Sources	10,417,974
Taxes	4,211,761
Inter Governmental Revenue	1,385,000
Use of Money & Property	148,759
Licenses & Permits	106,000
AMOUNT	36,924,892

Public Works

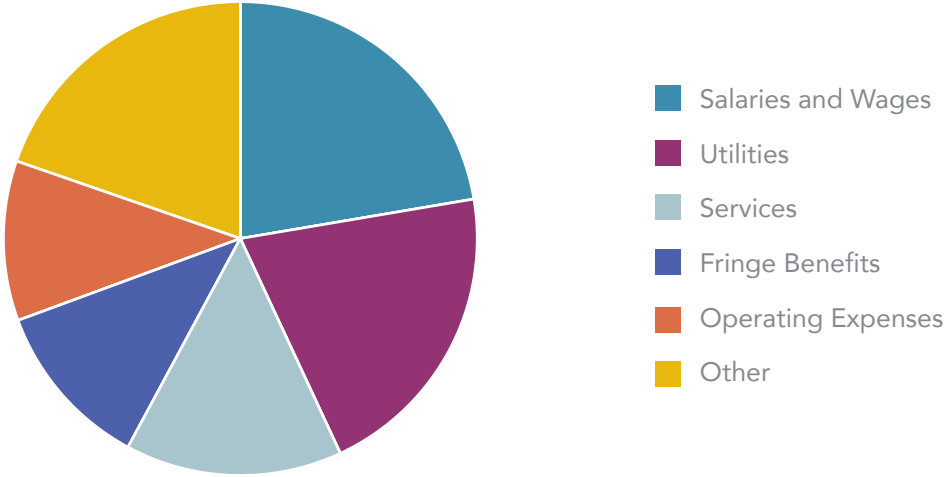
PUBLIC WORKS REVENUES BY DIVISION
FY2019 TO FY2023



PUBLIC WORKS DEPARTMENTAL REVENUES SUMMARY

DEPARTMENT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Water	14,329,675	18,957,271	15,295,464	16,249,326	15,244,141
Facility/Field Capital Project	14,880,660	12,974,181	6,601,984	28,016,453	11,574,774
Transportation Management	4,543,091	2,420,779	1,764,518	4,666,714	3,282,151
Streets	1,721,679	1,996,620	1,382,717	1,516,457	1,567,418
Vehicle	945,093	960,831	644,439	1,080,579	1,411,380
City Tree	1,002,445	1,064,989	1,183,326	1,655,950	1,385,457
Fields/Grounds	1,253,717	1,308,375	1,024,101	989,759	1,010,283
Right-of-Way	659,712	764,599	976,971	460,303	757,626
Stormwater	446,938	402,512	403,187	335,758	387,662
Development Services	1,609,407	607,275	449,544	475,223	304,000
Facilities	10	0	0	0	0
AMOUNT	41,392,427	41,457,430	29,726,251	55,446,522	36,924,892

PUBLIC WORKS EXPENSES BY TYPE
FY2022-23

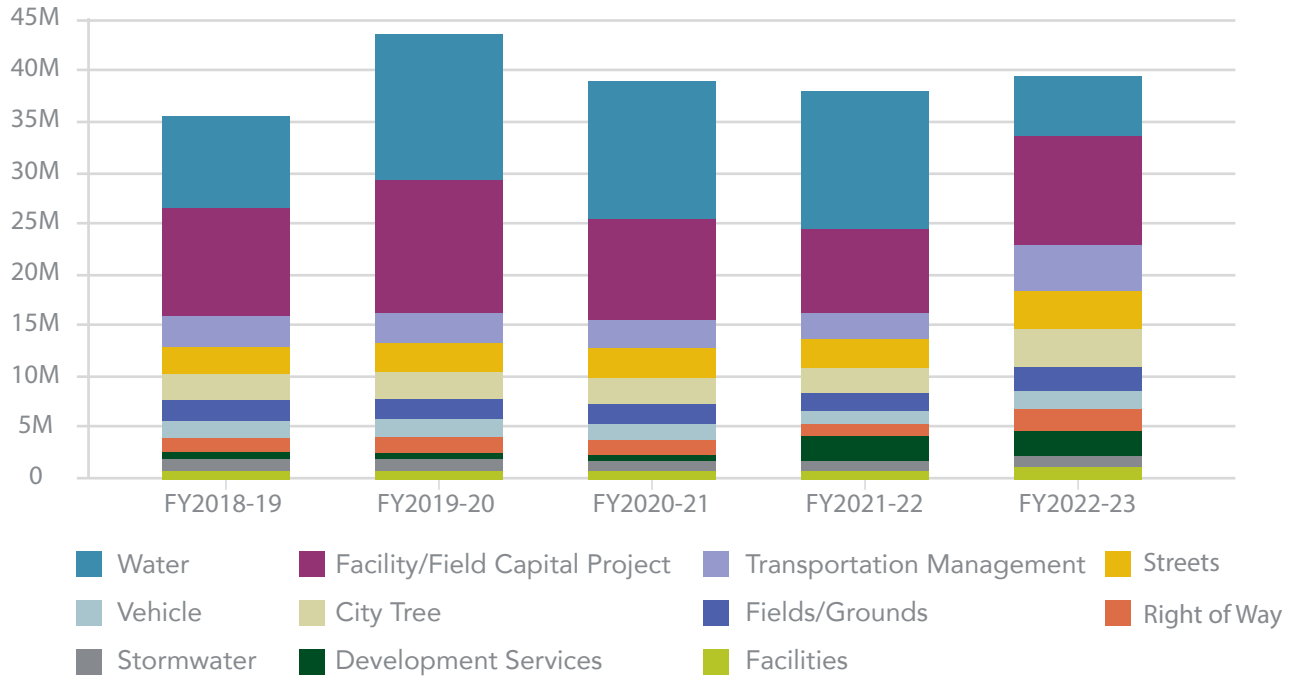


PUBLIC WORKS DEPARTMENTAL EXPENSES SUMMARY

OBJECT TYPE (EX)	FY2022-23
Salaries and Wages	8,824,615
Utilities	8,192,539
Services	5,848,485
Fringe Benefits	4,552,508
Operating Expenses	4,314,699
Transfers	3,934,474
Fixed Assets & Capital Outlay	2,255,300
Repairs & Maintenance	1,201,225
Special Projects Expenditures	329,150
Travel	35,670
Rental of land and buildings	27,425
AMOUNT	39,516,089

Public Works

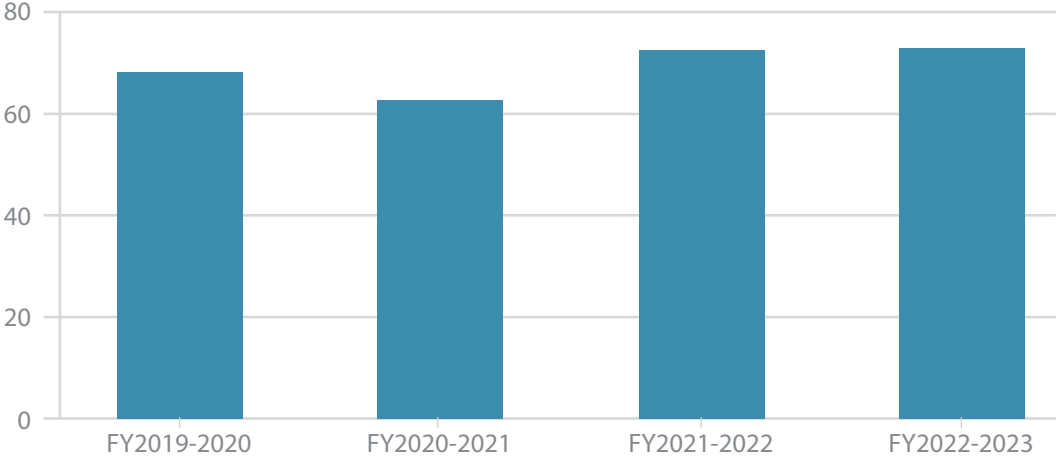
PUBLIC WORKS EXPENSES BY DIVISION
FY2019 TO F2023



PUBLIC WORKS DEPARTMENTAL EXPENSES SUMMARY

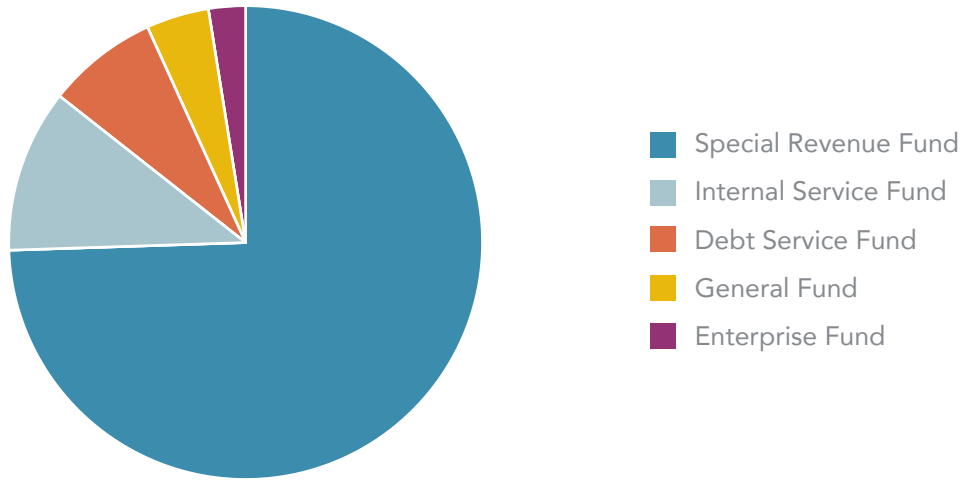
DEPARTMENT NAME	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23
Water	10,619,395	13,185,345	10,019,079	8,318,875	10,741,672
Facility/Field Capital Project	9,036,801	14,240,875	13,426,787	13,605,090	5,876,212
Transportation Management	3,005,710	2,861,195	2,661,925	2,464,643	4,490,675
Fields/Grounds	2,628,481	2,834,184	2,964,099	2,796,178	3,750,379
Streets	2,639,530	2,667,950	2,608,154	2,489,464	3,679,282
Vehicle	612,755	615,255	555,131	2,474,467	2,511,159
Facilities	2,022,423	1,994,873	1,865,226	1,678,111	2,387,747
City Tree	1,506,936	1,488,416	1,490,457	1,118,897	2,074,856
Right-of-Way	1,617,058	1,820,993	1,646,634	1,419,588	1,784,472
Stormwater	818,536	846,602	841,585	788,729	1,136,211
Development Services	1,124,520	1,050,571	892,634	928,840	1,083,425
AMOUNT	35,632,146	43,606,258	38,971,711	38,082,882	39,516,089

PUBLIC WORKS AUTHORIZED PERSONNEL
FY2019 TO FY2023



Non-departmental

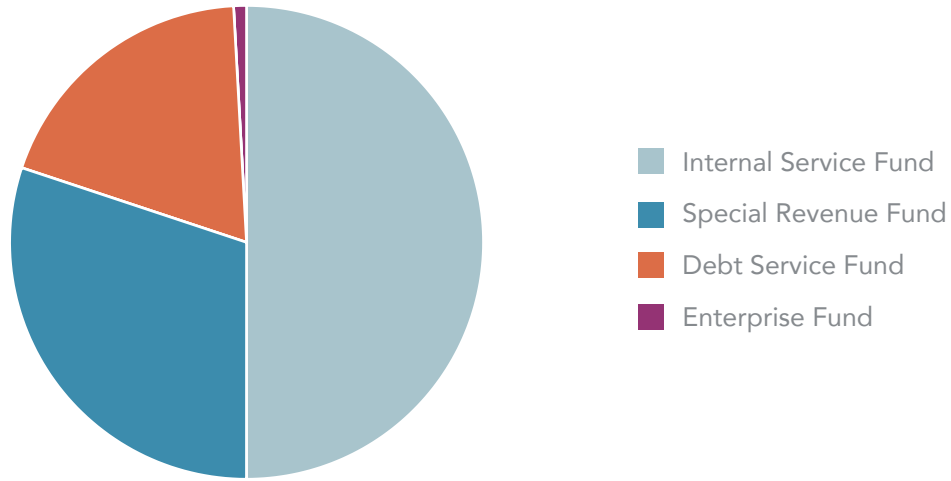
NON-DEPARTMENTAL REVENUES BY FUND
FY2022-23



NON-DEPARTMENT REVENUES SUMMARY

FUND TYPE	FY2022-23
Special Revenue Fund	23,471,226
Internal Service Fund	3,506,041
Debt Service Fund	2,388,001
General Fund	1,350,000
Enterprise Fund	795,237
AMOUNT	31,510,505

NON-DEPARTMENTAL EXPENSES FUND FY2022-23



NON-DEPARTMENT EXPENSES SUMMARY

FUND TYPE	FY2022-23
Internal Service Fund	6,177,771
Special Revenue Fund	3,717,830
Debt Service Fund	2,350,456
Enterprise Fund	108,162
AMOUNT	12,354,219



CAPITAL IMPROVEMENT PLAN

Five-Year Capital Improvement Plan

INTRODUCTION

This five-year Capital Improvement Plan (CIP) outlines the vision for short- and long-range development, maintenance, improvement and building of new infrastructure assets to benefit our residents, businesses, property owners and visitors. It provides a linkage between the General Plan, various master planning documents and budget, and provides a means for planning, scheduling and implementing capital projects over the next five years. The CIP provides a long-term approach for prioritizing and selecting new projects in the City. Although the plan document is updated annually, it allows the reader to review projects planned over the five-year timeframe and provides an overview of works in progress. The CIP is intended to incorporate the City's investments in infrastructure development and maintenance (i.e., capital improvements) with other significant capital expenditures that add to or strategically invest in the City's inventory of assets. Studies and capital expenditures of less than \$75,000 are not typically included in the CIP.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN DEVELOPMENT

Typically, procedures for developing the five-year CIP utilize the City's forecasting, project evaluation and community engagement processes. However, given reductions in the capital program over the last two fiscal years, this five-year CIP focuses on continuing to reduce the backlog of ongoing capital projects, address critical deferred maintenance, strategically invest in projects that meet the City's stated goals, with an emphasis on climate adaptation and resiliency, and identify projects that support ongoing land development projects in the City, by applying the strategy described below.

Identifying projects

In the past, department managers would initiate requests for new projects and modifications to or re-prioritize of existing projects. These requests, along with supporting information, would be prepared as part of the annual budget process.

In the past five years, the City has invested in the development of long-term infrastructure planning efforts, including the Parks and Recreation Master Plan, Green Stormwater Infrastructure Plan, Zero Waste (trash and recycling) Plan, Information Technology Master Plan, Bedwell Bayfront Park Master Plan, Water System Master Plan, Stormwater Master Plan, Transportation Master Plan, and an updated Climate



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

Prioritization

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

- Public health and safety/risk exposure
- Infrastructure protection
- Impacts on operating budgets and ongoing maintenance needs
- Capacity to deliver/impacts to other projects
- Economic development
- External requirements

Five-Year Capital Improvement Plan

- Population served
- Ability to reduce greenhouse gas emissions and support the City's 2030 climate action plan
- Community/commission support
- Relationship to adopted plans
- Cost/benefit
- Financing availability

APPROVED PROJECTS

This five-year CIP includes 25 projects receiving new funding in fiscal year 2022–23 and 62 existing (or carryover) projects. New funding requests are included for both ongoing projects with scope changes or anticipated cost escalation, as well as newly identified projects.

Twelve projects address ongoing infrastructure or facility maintenance needs and are included on an annual, bi-annual or periodic basis. Examples of these programmatic projects include street resurfacing, the sidewalk repair program and annual city buildings, parks, and transportation improvement projects. Of these 12 projects, nine are proposed to include new funding this year; the other three have sufficient funds from prior years for planned expenditures in 2022–23.

Ongoing master plans, such as the Stormwater Master Plan, will also identify future projects expected to be needed in future year budget cycles.

CARRYOVER APPROPRIATIONS

Projects that had prior City Council appropriations but were not fully expended have remaining appropriation balances included as carryover amounts.

These amounts are strictly an estimate and will be trued-up at year-end close. Amounts reflected in projected carryover column should not be construed as funds available for commitment. In many cases, the carryover estimate includes funds that have been encumbered/committed because of an executed contract for services or goods.

PROJECT FUNDING SOURCES

The five-year CIP coordinates physical improvements with financial planning, allowing maximum benefits from available funding sources. It relies on funding from various sources, largely retained in the capital and special revenue funds, with uses that are usually restricted for specific purposes. Although an annual

transfer from the General Fund to the City's general capital fund (approximately \$3.0 million with annual inflationary adjustment) is part of the City's operating budget, this funding is intended solely for maintaining existing infrastructure in its current condition. Funding sources are each further described in the City's adopted budget.

CIP BUDGET PROJECT PRIORITIZATION

Beginning in 2019, staff categorizes the projects in relative priority based on the following factors:

- Regulatory compliance
- Public safety
- Preservation of city assets
- Improved efficiencies
- Grant funding timelines
- First in, first out
- Available staffing

Tier 1 indicates that a project will receive the highest relative priority for staff and consultant resources. Tiers 2 and 3, respectively, indicates that a project will receive significant resources only after the higher tier projects have received the necessary resources. Tier N/A indicates that a project is not currently competing for resources, typically funded in a future year. Staff is committed to completing the projects outlined in the CIP budget, regardless of tiers.

GENERAL PLAN CONSISTENCY

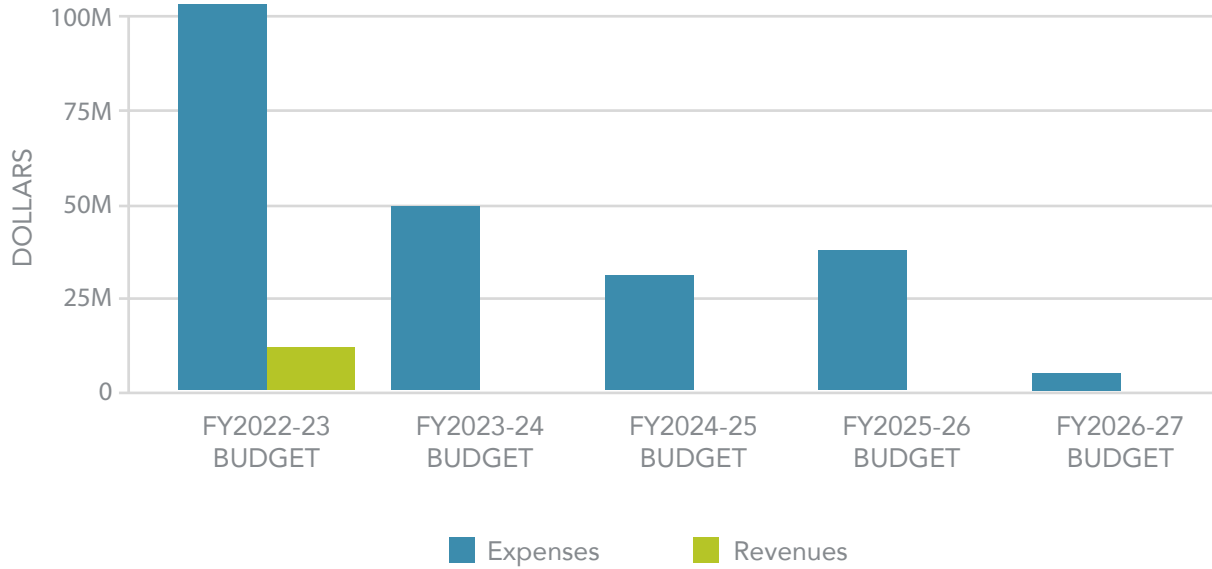
The projects listed in the five-year CIP are presented to the Planning Commission during a Public Hearing before City Council adoption of the plan. The Planning Commission must review the CIP in order to adopt a finding that it is consistent with the City's General Plan. The Planning Commission reviewed the proposed 2022–23 CIP in June 2022.

ENVIRONMENTAL REVIEW

The development of the five-year plan is not a project, as defined in the California Environmental Quality Act, and an environmental review is not required. Individual projects listed herein may be subject to CEQA and environmental reviews will be conducted at the appropriate time during implementation of those projects.

Five-Year Capital Improvement Plan

CIP EXPENSES AND REVENUES FY2022-23 TO FY2026-27



CIP EXPENSES AND REVENUES

REVENUES	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET	2026-27 BUDGET
Inter Governmental Revenue		0	0	0	0
- Agency Grants	6,596,000	0	0	0	0
- Grants - State of California	798,950	0	0	0	0
Other Revenue		0	0	0	0
- Miscellaneous Revenue	5,010,300	0	0	0	0
Charges for Services		0	0	0	0
- PG&E Energy Rebate	5,000	0	0	0	0
TOTAL REVENUES	12,410,250	0	0	0	0

EXPENSES	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET	2026-27 BUDGET
Fixed Assets and Capital Outlay					
- Construction Costs	13,373,399	44,386,300	28,131,000	38,338,900	5,145,000
Project Control					
- Project Control Account	87,919,959	2,800,000	0	0	0
Services					
- Contract Services	1,913,000	3,403,500	2,883,500	100,000	100,000
TOTAL EXPENSES	103,206,358	50,589,800	31,014,500	38,438,900	5,245,000

REVENUES LESS EXPENSES	\$ -90,796,108	\$ -50,589,800	\$ -31,014,500	\$ -38,438,900	\$ -5,245,000
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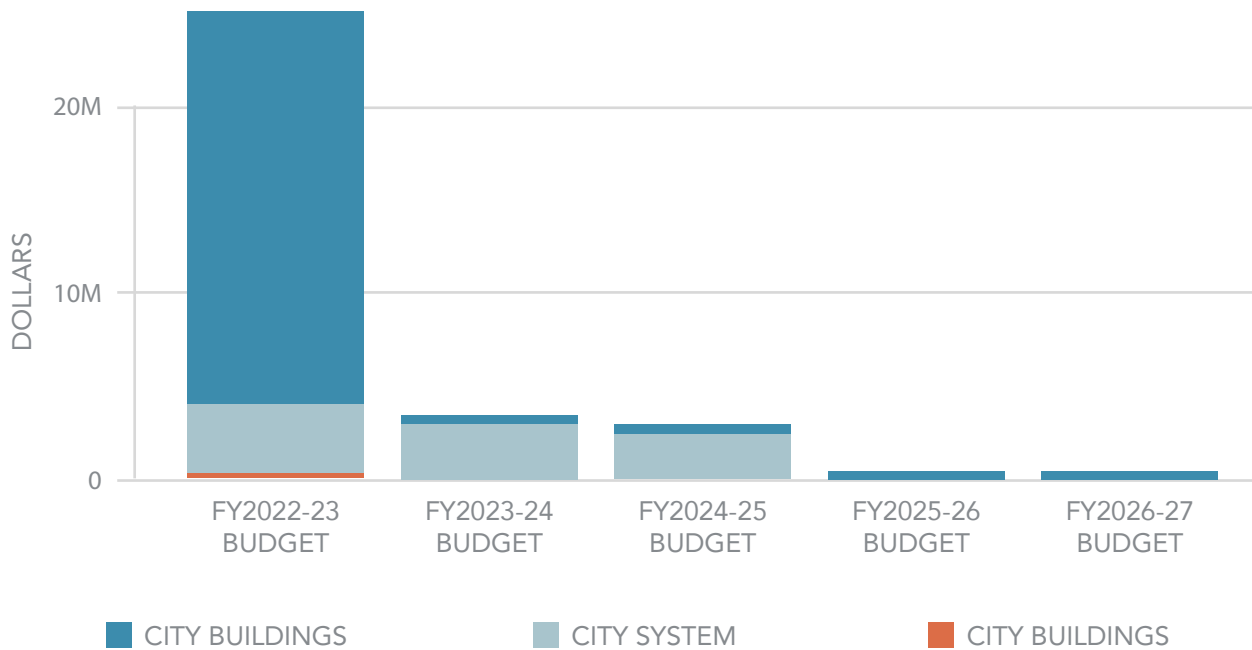
City Buildings and Systems

CITY BUILDINGS AND SYSTEMS

The City's aging facilities require both regular maintenance and more substantive system replacements. Projects included under the city buildings and systems category focus on improvements to existing City-owned facilities and the construction of new buildings.

These improvements allow the City to continue to maintain and enhance services to the community. This category also includes funding for upgrades to the City's systems such as information technology. This category of the CIP is least likely to be eligible for outside funding, with the exception of donations, and therefore is fully funded by transfers from the General Fund.

CITY BUILDINGS AND SYSTEMS EXPENSES BY PROJECT
FY2022-23 TO FY2026-27



CITY BUILDINGS AND SYSTEMS EXPENSES BY PROJECT

EXPENSE TYPE	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET	2026-27 BUDGET
City Buildings	\$ 21,324,139	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
City System	3,778,653	3,025,000	2,500,000	0	0
City Buildings	350,000	0	0	0	0
TOTAL	\$ 25,452,792	\$ 3,525,000	\$ 3,000,000	\$ 500,000	\$ 500,000

City Buildings and Systems



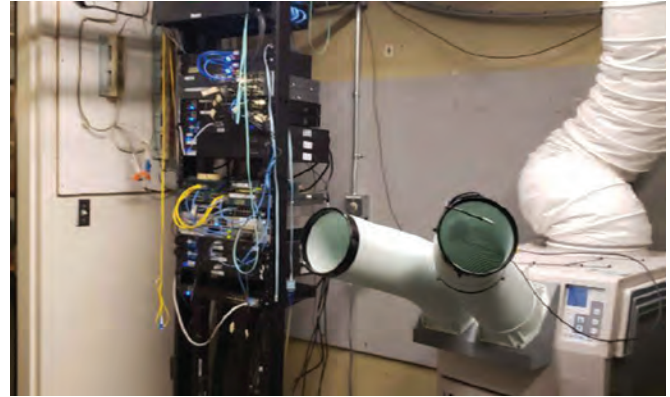
BURGESS POOL LOBBY RENOVATION

This project is designed to address multiple concerns with the lobby of the Burgess Pool building, such as accessibility, the inadequate space of the transaction area and the high noise levels. The project would involve the relocation of the entrance to the lobby, redesign of the counter space, additional seating and the installation of acoustical treatments.



CITY BUILDINGS (MINOR)

This ongoing project consists of the implementation of improvements that extend the useful life of systems, equipment and accessibility in all City buildings. This project does not provide for the replacement or significant renovation of City facilities. In 2022-23, funds are anticipated to be needed for roof and building repairs and painting at several city buildings at Burgess Park, including the Main Library, and to complete the ADA transition plan.



CITY BUILDINGS HVAC MODIFICATIONS

This project modifies the heating, ventilation and air conditioning systems in the Arrillaga Family Recreation Center and City Hall to address system deficiencies. At the recreation center, the project will evaluate and implement options for addressing temperature fluctuations and equipment failure. In City Hall, the project focuses on improving the design of the HVAC system that serves the police dispatch area and server equipment on the lower floor of City Hall.



CORPORATION YARD NEEDS ASSESSMENT

The project will evaluate the functions and services provided at the Corporation Yard, which was built in the 1970s, and recommend the implementation of best management practices to improve office workflow, use of space, parking, material storage and the fuel facility.

City Buildings and Systems



FACILITIES INVENTORY AND MAINTENANCE PLAN

This project will survey City owned facilities, assess their maintenance needs and develop a program focused on the implementation of proactive and preventive maintenance practices intended to preserve and retain the value of the facilities. The project will ensure that buildings are properly maintained to avoid premature failures that are not cost effective in the long-term. The project will also provide an inventory of existing fossil fuel based assets and appliances to fold into future climate action plan work.



FIRE PLANS AND EQUIPMENT REPLACEMENT FOR CITY BUILDINGS

The project consists of the replacement of fire panels, alarms, strobe lights and associated equipment in the City Council Chambers and Menlo Park Library. The existing systems are outdated and starting to trigger false alarms.



GATEHOUSE FENCE REPLACEMENT

The project consists of the repair of portions of the existing Gate House fence along Ravenswood Avenue that have deteriorated or been damaged. The repaired fencing will be designed to match the intricate details of the existing fence.

INFORMATION TECHNOLOGY MASTER PLAN IMPLEMENTATION

This project includes updated technology for various critical and enhanced services including the financial system, web services, graphical information services and other systems within the city. The first phase included an assessment of the existing technology tools in use within the organization, evaluated the need for replacement and developed recommendations on the best replacements in priority order. Phase 1 was completed in 2017 with adoption of the Master Plan. Working with a consultant and a representative city committee to enable a knowledgeable evaluation and avoid disruption caused by failures to the aging systems, the second phase includes implementation of the approved master plan. Additional funding is typically programmed annually for implementation of the master plan, though in 2022-23, sufficient fund balance exists from previous years.



MENLO PARK COMMUNITY CAMPUS CLEAN INFRASTRUCTURE

This project includes installing microgrid (solar) canopies and 27 electric vehicle charging stations at the project site and Kelly Field parking lots. The project is design-build and the City is working with Optony (consultant), Engie (contractor) and Meta.

City Buildings and Systems



MENLO PARK COMMUNITY CAMPUS

In December 2019, the City Council received a proposal from Meta proposing to explore funding and development of a new multigenerational community center and library located in Menlo Park's Belle Haven neighborhood, replacing the former community center, senior center, youth center, pool and library facilities. Identified as a City Council priority on January 28, 2020, this project delivers the city funding contribution to the project. The project is under construction with expected completion in spring 2023.

POLICE RADIO REPLACEMENTS

Police radios carried by individual officers and installed in police vehicles have been in service for over 20 years. Repair and replacement of the current model is very challenging. The most prudent remedy is to prepare for movement to the digital band and accommodate interagency communication needs with digital-enabled radios. Upgrading to digital-enabled radios require upgrades to the dispatch infrastructure. This work is proposed to be phased over two fiscal years. Staff will also be exploring grant opportunities to potentially reduce the cost.

2023 - 2027 FIVE YEAR CIP PROPOSED - PROJECTS

PROJECT NUMBER	PROJECT NAME	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET	2026-27 BUDGET
CPB001	Menlo Park Community Campus (MPCC)	13,516,943	0	0	0	0
CPB024	MPCC Clean Infrastructure	5,720,000	0	0	0	0
CPB002	City Buildings (Minor)	1,290,989	500,000	500,000	500,000	500,000
CPB005	City Buildings HVAC modifications	522,392	0	0	0	0
CPB023	Burgess Pool Lobby Renovation	125,000	0	0	0	0
CPB003	Fire Plan Equ Replace-Building	87,851	0	0	0	0
CPB004	Gatehouse Fence Replacement	60,964	0	0	0	0
CPC001	IT Master Plan and Implementation	3,178,653	2,725,000	2,500,000	0	0
CPC005	Police Radio Replacement	600,000	300,000	0	0	0
STB002	Facilities Inventory and Maintenance Plan	250,000	0	0	0	0
STB001	Corporation Yard Needs Assessment	100,000	0	0	0	0
TOTAL CITY BUILDINGS AND SYSTEMS		25,452,792	3,525,000	3,000,000	500,000	500,000

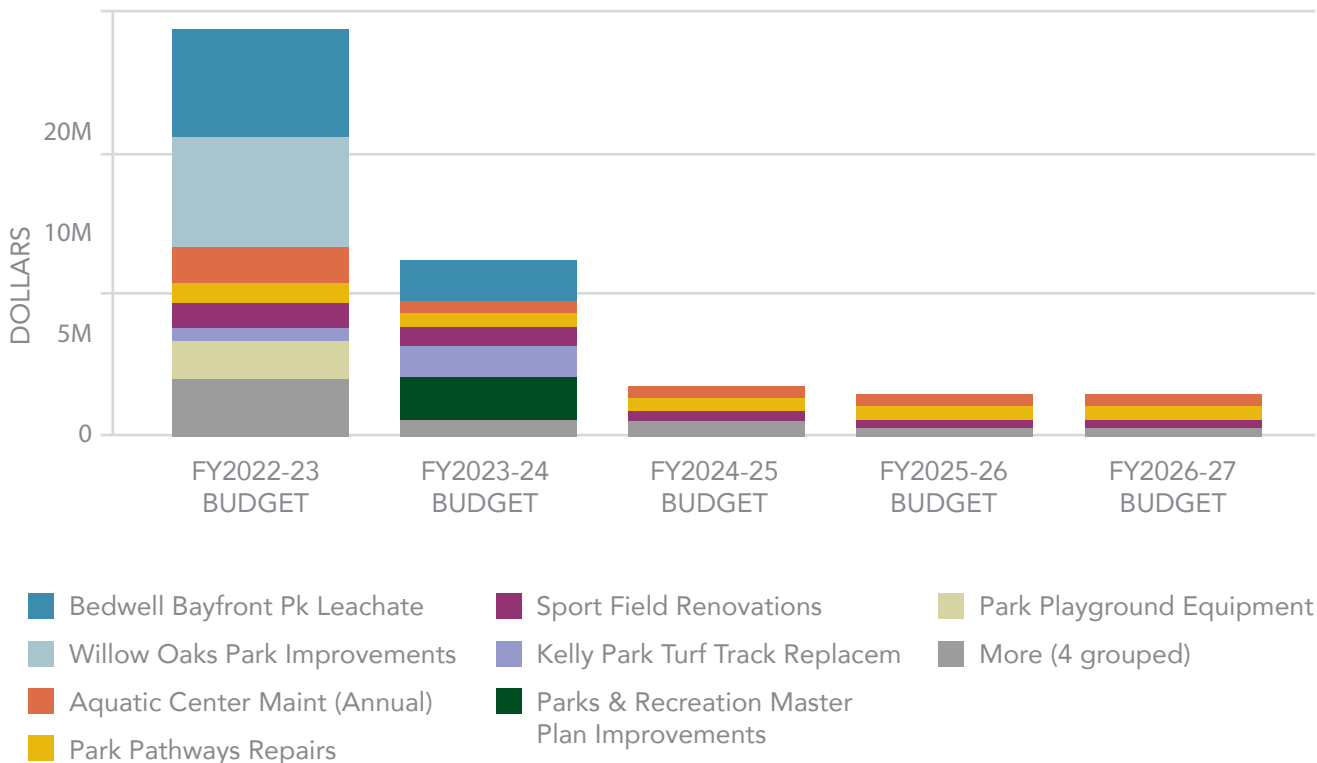
Parks and Recreation

PARKS AND RECREATION

The Parks and Recreation CIP provides for a variety of projects and programs to meet the recreational needs of the community, and have been scaled in light of the COVID-19 pandemic to maintain infrastructure and assess critical safety or regulatory concerns. In October 2019, the City Council adopted a comprehensive Parks and Recreation Master Plan. Based on public input, the Plan recommended improvements and initiatives to the City's parks and recreation facilities to continue to meet the needs of the community and program users. This category of the CIP is primarily supported by the General Fund. However, voter approved Measure T

General Obligation authority permits the City to issue a third tranche of debt that could help finance the Parks and Recreation Master Plan initiatives. Potential projects to be funded with Measure T bond funds are under consideration in parallel with adoption of this year's CIP. In addition, certain capital projects may qualify to use Recreation In-Lieu impact fees imposed on new development. Finally, due to the relationship of the Bedwell Bayfront Park and the former landfill, certain projects may have access to funds collected through refuse rates to maintain the landfill.

PARKS AND RECREATION CIP EXPENSES BY PROJECT
FY2022-23 TO FY2026-27



Parks and Recreation

PARKS AND RECREATION CIP EXPENSES BY PROJECT

PROJECT NUMBER	PROJECT NAME	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET	2026-27 BUDGET
(CPP002)	Bedwell Bayfront Pk Leachate	3,801,155	1,500,000	0	0	0
(CPP011)	Willow Oaks Park Improvements	3,998,920	0	0	0	0
(CPP001)	Aquatic Center Maint (Annual)	1,282,488	400,000	400,000	400,000	400,000
(CPP006)	Park Pathways Repairs	680,438	500,000	500,000	500,000	500,000
(CPP009)	Sport Field Renovations	900,000	650,000	300,000	300,000	300,000
(CPP020)	Kelly Park Turf Track Replacem	500,000	1,200,000	0	0	0
(CPP008)	Parks & Recreation Master Plan Implementation	0	1,500,000	0	0	0
(CPP007)	Park Playground Equipment	1,379,130	0	0	0	0
(CPP003)	Bedwell Bayfront Park Entrance Improvements	1,306,605	0	0	0	0
(CPP005)	Park Improvements (Minor)	373,793	200,000	200,000	200,000	200,000
(CPP010)	Tennis Court Maintenance	402,541	120,000	120,000	120,000	120,000
(CPP004)	Civic Center Campus Improv	0	300,000	300,000	0	0
	TOTAL	14,625,070	6,370,000	1,820,000	1,520,000	1,520,000



AQUATIC CENTER MAINTENANCE (ANNUAL)

This ongoing project consists of the implementation of minor improvements under \$100,000 intended to extend the useful life of systems, infrastructure and equipment at the Burgess and Belle Haven pools. This program does not provide for the replacement or significant renovation of the pools.



BEDWELL BAYFRONT PARK COLLECTION AND LEACHATE SYSTEMS REPAIR

This project improves existing gas collection and leachate systems serving the former landfill at Bedwell Bayfront Park and includes several phases. Replacing gas extraction wells and installing a new leachate pumping system to comply with best management practices are included to increase methane capture and reduce greenhouse gas emissions. This project is expected to be constructed in FY2022-23.

Parks and Recreation



BEDWELL BAYFRONT PARK ENTRANCE IMPROVEMENTS

This project consists of the implementation of capital improvements recommended in the 2017 Bedwell Bayfront Park Master Plan. The improvements are necessary to improve services to the high number of park users and to address aging infrastructure and incorporate sea level rise protection.



CIVIC CENTER IMPROVEMENTS

This project involves the design and construction of improvements to the Civic Center such as additional outdoor seating, parking lot modifications, Ravenswood Avenue bike lane extension and sidewalk modification, Gatehouse landscaping, minor landscaping and irrigation in the library parking lot.



PARKS IMPROVEMENTS (MINOR)

This ongoing project consists of the implementation of minor improvements under \$100,000 intended to extend the useful life of systems, infrastructure and equipment in the City's parks. This program does not provide for the replacement or significant renovation of the City's park facilities. In FY2022-23, a portion of the funds requested are planned to be used to upgrade the City's central irrigation controller, which is at the end of its useful life. This upgrade will also contribute to water conservation ongoing drought conditions.



PARK PATHWAY REPAIRS

The project replaces damaged pathways at Sharon (completed 2021), Nealon (under construction 2022), and Stanford Hills Parks for safety and accessibility requirements. Future year repairs will be prioritized following completion of these first three high-priority repairs.

Parks and Recreation



PLAYGROUND AT BURGESS PARK

This project addresses playground improvements prioritized in a 2015 comprehensive Playground Safety Inspection Report, beginning with Nealon Park (completed in 2019-20), Burgess Park and Willow Oaks Park. In addition to meeting updated California Safety Standards, the new playgrounds may incorporate theme-based educational and interactive components as the budget allows. In 2022-23, the funds would allow for the design and construction of Burgess Park playgrounds. Willow Oaks Park playground work would be coordinated with other planned improvements to Willow Oaks Park and funded from CPP011.



SPORT FIELD RENOVATIONS

The project includes turf replacement, drain cleaning and field leveling of the sport fields managed by the City. In summer 2023, the field at Hillview School will be renovated according to the cost sharing agreement between the City and Menlo Park City School District. Kelly Park turf is budgeted as an additional, separate project. In future years, this project also allows for the accumulation of funds in order to replace fields more often under the herbicide-free parks program.



PARKS AND RECREATION MASTER PLAN IMPLEMENTATION

This project considers future implementation of high priority parks and recreation improvements identified in the 2019 Parks and Recreation Master Plan.



KELLY PARK TURF AND TRACK REPLACEMENT

This project replaces the turf field and track at Kelly Park, which is at the end of its useful life. Work is planned to coincide with Menlo Park Community Campus construction and facility opening in 2023-24.



TENNIS COURT MAINTENANCE

This program is ongoing and focuses on the implementation of adequate maintenance practices to extend the useful life of the City's fifteen tennis courts. The program follows a maintenance schedule that includes the full reconstruction of every court every twelve years. Interim maintenance work includes crack repair and court resurfacing.



WILLOW OAKS PARK IMPROVEMENTS

This project involves the renovation of Willow Oaks Park as approved by the City Council in May 2022, including design and construction of a restroom facility and improvements to the dog park to address community needs. Construction would be coordinated with other improvements planned at Willow Oaks Park, including playground modification to meet safety requirements and the addition of a bicycle pathway connection to Elm Street.

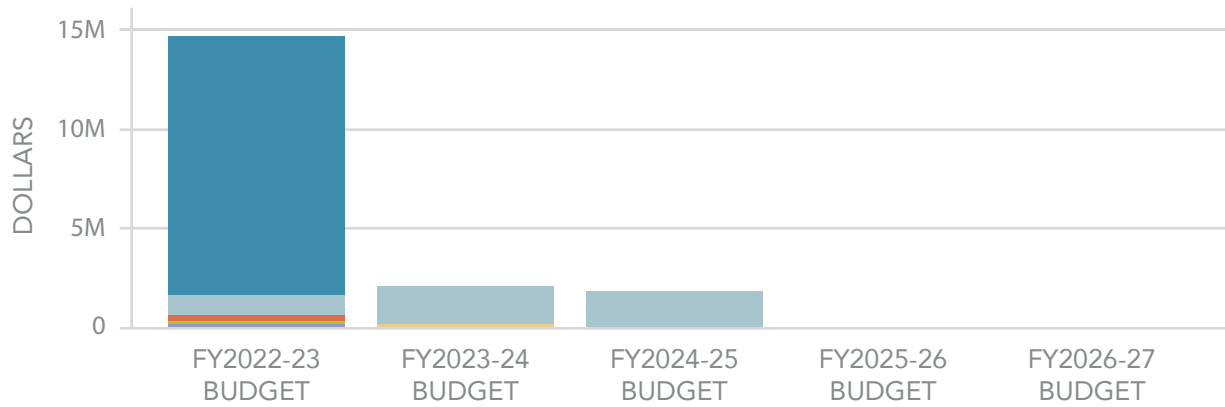
Stormwater

STORMWATER

The Stormwater CIP consists of projects and programs required to address the impacts of flooding in the watershed and stormwater water quality. These projects involve improvements that address localized drainage issues and larger inter-agency efforts to address flooding concerns associated with San Francisquito Creek, the Bayfront Canal and the Atherton Channel. In addition, projects in this category may be required to meet National Pollution Elimination Discharge System (NPDES), an unfunded mandate to minimize debris and pollutants discharged to San Francisco Bay. This category of the CIP is solely

supported by the General Fund and future demand for funds is expected to grow. Other possible funding strategies for these projects include grants, as well as the development of benefit assessment districts that can pay for improvements in specific sections of the City where more investment needs have been identified. A new project has been added to this category this year to continue implementation of SAFER Bay, a comprehensive plan to protect Menlo Park and adjacent cities from sea level rise due to climate change.

STORMWATER CIP EXPENSES BY PROJECT
FY2022-23 TO FY2026-27



- Chrysler Pump Station Improv
- Safer Bay
- Stormwater Master Plan
- San Francisquito Cr-101 Flood
- Bayfront Atherton Flood Protec
- Storm System Funding Study
- Willow Bridge Abut Stable Prjt

STORMWATER CIP EXPENSES BY PROJECT

PROJECT NUMBER	PROJECT NAME	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET	2026-27 BUDGET
(CPR002)	Chrysler Pump Station Improv	13,082,008	0	0	0	0
(CPR003)	San Francisquito Cr-101 Flood	1,000,000	2,000,000	2,000,000	0	0
(CPR008)	Safer Bay	250,000	0	0	0	0
(CPR004)	Willow Bridge Abut Stable Prjt	0	250,000	0	0	0
(CPR001)	Bayfront Atherton Flood Protec	226,672	0	0	0	0
(STR001)	Stormwater Master Plan	167,247	0	0	0	0
(STR003)	Storm System Funding Study	110,000	0	0	0	0
TOTAL		14,835,927	2,250,000	2,000,000	0	0



BAYFRONT CANAL AND ATHERTON CHANNEL FLOOD PROTECTION

The project involves the design of an underground structure to route stormflows from the Bayfront Canal and Atherton Channel to the Ravenswood Complex Ponds S5 & R5, which are part of the South Bay Salt Pond Restoration Project. The ponds would be used for stormwater detention and would mitigate flooding in the cities of Menlo Park and Redwood City and San Mateo County. The project is being developed through a collaborative effort between the City, Redwood City, San Mateo County and the Town of Atherton.



CHRYSLER PUMP STATION IMPROVEMENTS

This project involves the design and construction of a new Chrysler Stormwater Pump Station. The existing facility was originally built in 1958 has reached the end of its useful life. The improved facility will provide flood protection to sections of the Bayfront area, which includes the Menlo Gateway buildings and a part of the Meta (formerly Facebook) Campus site. The City has been awarded a Federal Emergency Management Agency grant that would reimburse \$5 million towards the General Capital Fund.



SAFER BAY IMPLEMENTATION

This project would provide funds to support the staff time needed to continue to implement a portion of the SAFER Bay project within Menlo Park. In September 2020, PG&E approached the City about collaborating on a FEMA grant opportunity to address sea level rise affecting the Ravenswood Electrical Substation consistent with the SAFER Bay project and the recently completed Dumbarton Bridge West Approach + Adjacent Communities Resilience Study. Following initial coordination, the City, San Francisco Creek Joint Powers Authority (SFCJPA) and PG&E also reached out to Meta (formerly Facebook) to consider providing additional funding to expand the project. The FEMA grant is a program offering up to \$50 million per project to reduce risks from disasters and natural hazards. The City Council authorized a letter of support for the application on November 17, 2020. The City, SFCJPA, PG&E and Meta collaborated on the required documentation for a Building Resilient Infrastructure and Communities (BRIC) application, which was submitted to the California Office of Emergency Services (Cal OES) by December 3, 2020. Cal OES submitted the grant application for FEMA consideration on January 29, 2021. On July 2, 2021, the City received confirmation that FEMA had selected the Menlo Park SAFER Bay project for further review. Since July 2021, the City has received multiple requests for additional project information and clarifications, to which the City has provided responses in collaboration with project partners.

Stormwater



SAN FRANCISQUITO CREEK UPSTREAM OF 101 FLOOD PROTECTION

The second of two projects, the effort being led by the San Francisquito Creek Joint Powers Authority focuses on improvements to creek sections located upstream of U.S. Highway 101 to protect communities in the City and the cities of Palo Alto and East Palo Alto from an event similar to the flood of 1998. The project proposes to widen the creek in a number of sections and the replacement of the Pope Chaucer Bridge.



STORMWATER MASTER PLAN

The Stormwater Master Plan evaluates the condition of the City's Stormwater system and identifies the capital improvements necessary to address surface water collection, operations, maintenance, treatment and storage requirements. The plan includes a hydraulic evaluation of the City's storm drain network, infrastructure assessment, identifies water quality requirements, recommends planning level costs for the improvements and integrates the City's green stormwater infrastructure policies. The planning period for the master plan will be 25 years.



STORM SYSTEM FUNDING STUDY

The storm system funding study will make recommendations to pay for capital improvements identified in the Stormwater Master Plan to address surface water collection, operations, maintenance, treatment and storage requirements. It will evaluate future revenues and expenditures and identify an approach to fund these improvements and city stormwater operations. It will also consider new regulations introduced in the updated regional stormwater permit order, which expand stormwater regulatory requirements and have additional costs on city operations.



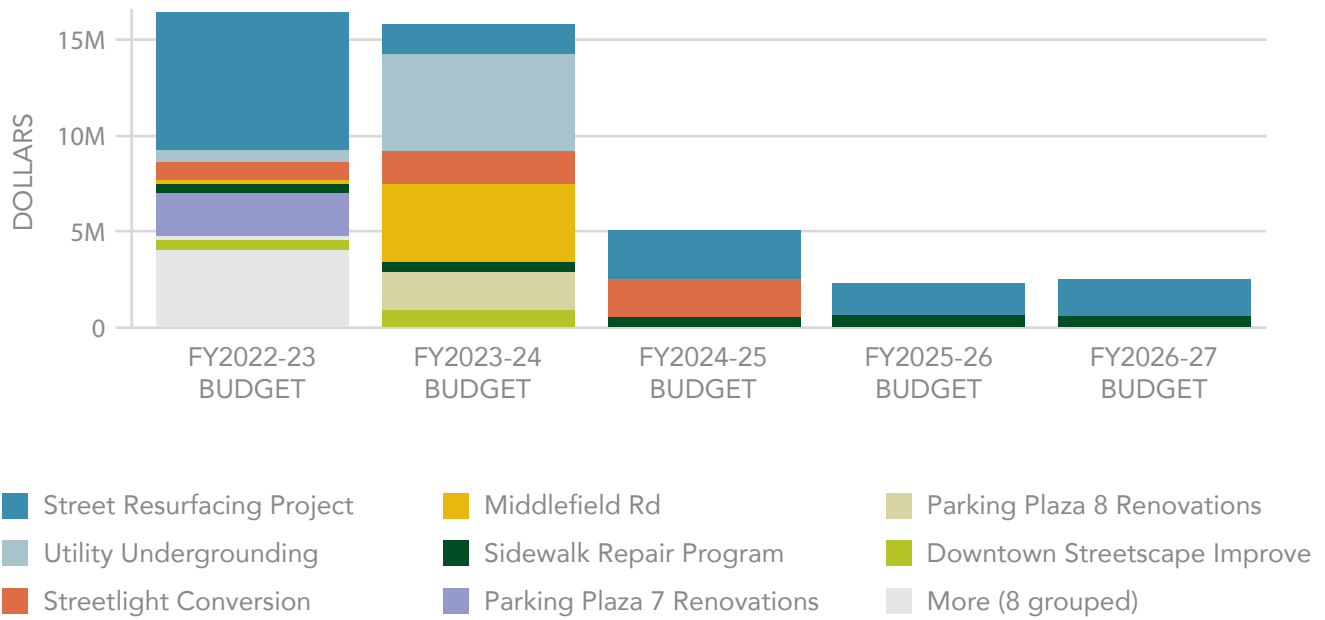
WILLOW PLACE BRIDGE ABUTMENT REPAIRS

This project repairs damage to the bridge abutment from the December 2012 storm event. Preliminary study of repairs was completed with design and construction as next steps.

STREETS AND SIDEWALKS

The Streets and Sidewalks CIP projects maintain and improve the city roadways, city-owned parking plazas and sidewalks. This category of the CIP is supported by a variety of sources including funds from the State of California, impact fees, parking permit sales, special gas tax levies and countywide sales tax levies.

STREETS AND SIDEWALKS CIP EXPENSES BY PROJECT
FY2022-23 TO FY2026-27



STREETS AND SIDEWALKS CIP EXPENSES BY PROJECT

PROJECT NUMBER	STREETS AND SIDEWALKS	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET	2026-27 BUDGET
(CPS014)	Street Resurfacing Project	7,135,926	1,575,000	2,600,000	1,600,000	2,000,000
(CPS003)	Utility Undergrounding	661,556	5,000,000	0	0	0
(CPS013)	Streetlight Conversion	949,746	1,780,000	2,000,000	0	0
(CPS016)	Middlefield Rd. (Woodland to Ravenswood)	150,000	4,050,000	0	0	0
(CPS011)	Sidewalk Repair Program	561,298	550,000	575,000	575,000	600,000
(CPS007)	Parking Plaza 8 Renovations	200,000	2,000,000	0	0	0
(CPS006)	Parking Plaza 7 Renovations	2,200,000	0	0	0	0
(CPS004)	Downtown Streetscape Improve	505,182	850,000	0	0	0
(CPS009)	Ravenswood Avenue (El Camino Real to Laurel St.)	1,152,153	0	0	0	0
(CPS001)	Chilco Streetscape & Sidewalk Installation	926,355	0	0	0	0
(CPS010)	Sharon Road Sidewalk Install	782,326	0	0	0	0
(CPS008)	Pierce Rd. SW & SM Bic Rte Inst	629,737	0	0	0	0

Streets and Sidewalks

PROJECT NUMBER	STREETS AND SIDEWALKS	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET	2026-27 BUDGET
(CPS025)	Sand Hill Tunnel Rehabilitation	490,000	0	0	0	0
(CPS023)	Welcome to MP Sign	0	0	0	180,000	0
(CPS026)	El Camino Real Median Trees Improvements	135,000	0	0	0	0
(CPS002)	Downtown Parking Structure Study	0	100,000	0	0	0
	TOTAL	16,479,279	15,905,000	5,175,000	2,355,000	2,600,000



CHILCO STREETScape AND SIDEWALK INSTALLATION

This project involved the construction of landscaping, lighting, sidewalks and bicycle facility improvements on Chilco Street from Bayfront Expressway to Hamilton Avenue. The project provided a critical connection between the Belle Haven neighborhood and recreational and open space opportunities along the San Francisco Bay and the Don Edwards Wildlife Refuge, the new TIDE Academy High School on Jefferson Drive, and other destinations in the Bayfront area. The budget proposed for fiscal year 2021-22 for median island construction will remain in the project fund until reappropriated, since the medians were not constructed. Slurry seal and striping are the final remaining items on the project, and will be completed by early summer 2022.



DOWNTOWN PARKING STRUCTURE STUDY

This project builds on preliminary parking structure concepts prepared as part of the El Camino Real/ Downtown Specific Plan, which focused on Parking Plazas 1, 2 and/or 3. The purpose of this project would be to determine potential uses, siting, funding strategies and design of the structure.



UTILITY UNDERGROUNDING

An undergrounding district provides framework to place overhead electrical and communication lines underground, which is consistent with the policy direction provided in the El Camino Real/Downtown

Streets and Sidewalks

Specific Plan and would be necessary for a potential future parking structure downtown. Three utility undergrounding districts were adopted by the City in February 2020: downtown, Middlefield Avenue and Alma Street near Burgess Drive. This project would provide additional funds for the prioritization of these districts and to allow design work to progress. The construction phase of this project would be funded by Rule 20A funds.



DOWNTOWN STREETScape IMPROVEMENT

This project plans and implements street furniture, landscaping and streetscape improvements in the downtown area per the El Camino Real/Downtown Specific Plan. Since 2020-21, these funds are supporting the temporary street cafes and closure of parts of Santa Cruz Avenue between El Camino Real and University Drive to vehicle traffic to provide more space for physical distancing in light of the pandemic.



EL CAMINO REAL MEDIA TREES

This project would support a funding agreement with the 1540 El Camino Real project development to improve the trees in the median along El Camino Real

between Encinal Avenue and Glenwood Avenue. This project is a condition of the development project's approval.



MIDDLEFIELD ROAD (WOODLAND AVENUE TO RAVENSWOOD AVENUE) RESURFACING

This project proposes to resurface Middlefield Road (Woodland to Ravenswood). This project enhances the city roadway network and improves the safety of a significantly damaged roadway.



PARKING PLAZA 7 RENOVATIONS

This project provides needed improvements at Parking Plaza 7 including asphalt pavement rehabilitation, storm drainage, lighting and landscaping.

Streets and Sidewalks



PARKING PLAZA 8 RENOVATIONS

This project provides needed improvements at Parking Plaza 8 including asphalt pavement rehabilitation, storm drainage, lighting and landscaping.



PIERCE ROAD SIDEWALK AND SAN MATEO DRIVE BIKE ROUTE INSTALLATION

This project will construct a number of bicycle and pedestrian enhancements in the City, including sidewalk gap construction on Pierce Road between Ringwood Avenue and Carlton Avenue and Del Norte Avenue to Alpine Avenue; bicycle route improvements on San Mateo Drive including crossing enhancements at Middle Avenue, crossing enhancements at Middle Avenue/Blake Street; and sidewalk construction at Coleman Avenue and Santa Monica Avenue. This project is partially funded by a grant from the San Mateo County Transportation Authority Measure A Pedestrian and Bicycle program.



RAVENSWOOD AVENUE (EL CAMINO REAL TO LAUREL STREET)

This project proposes to resurface Ravenswood Avenue (El Camino Real to Laurel Street). This project enhances the City's roadway network and improves safety including an evaluation of concepts to close the bicycle lane gap between the railroad tracks and Noel Drive. The project includes a bid alternate for rubberized asphalt concrete in lieu of traditional hot mix asphalt.



SAND HILL TUNNEL REHABILITATION

This project would rehabilitate the tunnel under Sand Hill Road near Sand Hill Circle to conduct repairs and ensure its structural integrity.

Streets and Sidewalks



SHARON ROAD SIDEWALK

This project would install sidewalks on the north side of Sharon Road between Alameda de las Pulgas and Altschul Avenue. The project required parking to be removed from the north side of the street. New sidewalks would provide an improved pedestrian connection between Alameda de las Pulgas and La Entrada Middle School, located just west of the project area.



SIDEWALK REPAIR PROGRAM

This ongoing project consists of the removal of hazardous sidewalk offsets and the replacement of sidewalk sections that have been damaged by city tree roots in order to eliminate trip hazards. This project utilizes funds from the Landscaping Assessment District to partially fund the work completed each year.



STREET RESURFACING

This ongoing project includes the selection and detailed design of streets to be resurfaced throughout the City during the fiscal year and utilizes a pavement management system to assess the condition of existing streets and assist in the selection process. This project enhances the city roadway network and improves safety, and incorporates multi-modal transportation infrastructure in accordance with the city transportation plans as streets are identified for resurfacing. This cost estimate does not account for application of any specialized paving treatments to reduce roadway noise.



STREETLIGHT CONVERSION

Three Menlo Park neighborhoods have streetlights on series circuits, which are unreliable, prone to damage and cause frequent, widespread outages. This project would replace these series circuits with updated electrical equipment to improve reliability of streetlights. Work would be phased in the three primary neighborhoods affected over the life of this project.

Streets and Sidewalks



WELCOME TO MENLO PARK MONUMENT SIGNS

The project involves the design of “Welcome to Menlo Park” signs at approximately five key locations entering Menlo Park to further the City’s brand as a desirable place to live, work and play. The proposed locations would include Sand Hill Road, Marsh Road, Willow Road and both north and south ends of El Camino Real. The monument signs will meet the city branding standards and comply with applicable Caltrans permitting requirements.

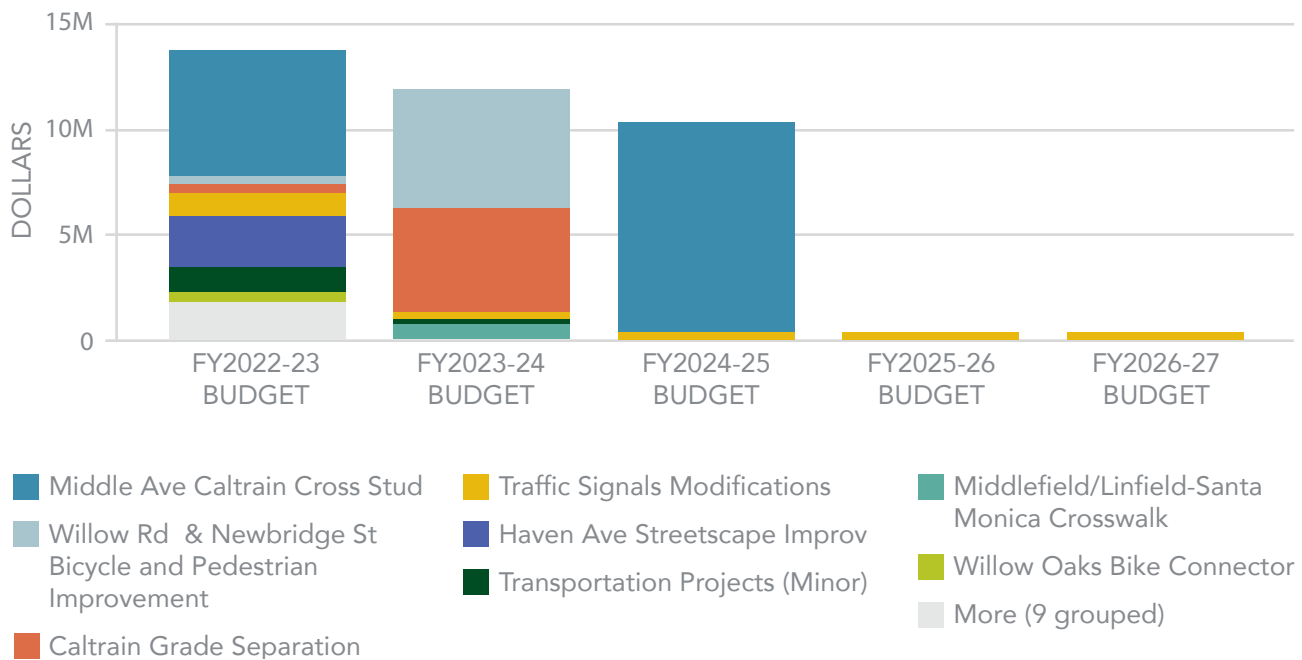
Traffic and Transportation

TRAFFIC AND TRANSPORTATION

The Traffic and Transportation CIP provides for projects that improve multi-modal access and safety and manage the flow of traffic on City streets. Regional projects for which the City is an active partner, such as the Willow Road and U.S. Highway 101 interchange landscaping, are also included. This category of the Capital Improvement Plan is supported by a variety of sources including funds from the State of California, impact fees, special gas tax levies and countywide sales tax levies. Many of these projects are also

supported by funds in the annual operating budget for routine maintenance of traffic signals, signs and street markings, and for transportation planning efforts, such as the Safe Routes to Schools program. This category is also heavily supported by local, regional and state grant funding opportunities, such as competitive programs for bicycle and pedestrian improvements, railroad safety improvements and traffic management strategies.

TRAFFIC AND TRANSPORTATION CIP EXPENSES BY PROJECT
FY2022-23 TO FY2026-27



TRAFFIC AND TRANSPORTATION CIP EXPENSES BY PROJECT

PROJECT NUMBER	PROJECT NAME	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET	2026-27 BUDGET
(CPT005)	Middle Ave Caltrain Cross Stud	5,933,997	0	9,900,000	0	0
(CPT022)	Willow Rd. & Newbridge St Bicycle and Pedestrian Improvement	400,000	5,600,000	0	0	0
(STT001)	Caltrain Grade Separation	288,803	5,000,000	0	0	0
(CPT007)	Traffic Signals Modifications	1,211,544	350,000	350,000	350,000	350,000
(CPT004)	Haven Ave Streetscape Improv	2,421,495	0	0	0	0
(CPT009)	Transportation Projects(Minor)	1,040,623	175,000	175,000	175,000	175,000

Traffic and Transportation

PROJECT NUMBER	PROJECT NAME	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET	2026-27 BUDGET
(CPT006)	Middlefield/Linfield-Santa Monica Crosswalk	80,000	880,000	0	0	0
(CPT011)	Willow Oaks Bike Connector	500,000	0	0	0	0
(CPT029)	Caltrain Quiet Zone Evaluation	375,000	0	0	0	0
(CPT003)	ECR Crossings Improvements	307,087	0	0	0	0
(STT005)	Coleman Ringwood Traffic Study	225,000	0	0	0	0
(STT012)	Local Road Safety Plan	200,000	0	0	0	0
(CPT031)	Middle Avenue Complete Streets Study	200,000	0	0	0	0
(CPT010)	Willow - 101 Interchange	187,081	0	0	0	0
(CPT008)	Transit Improvements	186,923	0	0	0	0
(STT003)	Willow Rd. Transportation Study	159,692	0	0	0	0
(CPT030)	Belle Haven Traffic Calming Plan Implementation	50,000	0	0	0	0
TOTAL		13,767,245	12,005,000	10,425,000	525,000	525,000



BELLE HAVEN TRAFFIC CALMING PLAN IMPLEMENTATION

This project would fund ongoing staff time to support completion of the Belle Haven Traffic Calming Plan implementation efforts. This project is required as an environmental mitigation measure for the Facebook Campus Expansion project. The project is in final design, with construction anticipated in fall 2022.



CALTRAIN GRADE SEPARATION

The existing Ravenswood Avenue Caltrain crossing is a critical rail crossing within Menlo Park. It is within the El Camino Real/Downtown Specific Plan Area and falls within the City's Priority Development Area. The project would fund the additional scope of work requested by the City Council in 2018 to evaluate a fully elevated alternative and advance engineering design of a chosen preferred alternative.

Traffic and Transportation



CALTRAIN QUIET ZONE EVALUATION

This study would fund a review of grade crossing improvements needed to consider a quiet zone along the Caltrain corridor at the Encinal, Glenwood, Oak Grove and Ravenswood Avenue crossings, with an optional task to evaluate Palo Alto Avenue under consideration in coordination with the City of Palo Alto.



COLEMAN-RINGWOOD AVENUES TRANSPORTATION STUDY

This study is led by San Mateo County with partnership by the City of Menlo Park. The study area is Coleman Avenue from Willow Road to Ringwood Avenue and Ringwood Avenue from Bay Road to Middlefield Road. The study will develop preferred conceptual designs for Ringwood and Coleman Avenues through a robust community engagement process, including gathering and analyzing data, developing and applying evaluation criteria, and identifying improvements to active transportation, safety and mobility.



EL CAMINO REAL CROSSINGS IMPROVEMENTS

This project designs improvements for east-west pedestrian and bicycle connections as identified in the El Camino Real Corridor Study at Ravenswood Avenue, Encinal Avenue and Roble Avenue.



HAVEN AVENUE STREETScape IMPROVEMENT

This project provides new bicycle and pedestrian facilities on Haven Avenue, connecting Menlo Park, San Mateo County and Redwood City residents and employees. It provides a direct connection to the San Francisco Bay Trail, functioning as an interim gap closure of the Bay Trail between Bedwell-Bayfront Park and Seaport Avenue, better serving commute and recreational needs. This project is partially funded by contribution of funds collected from vehicle registration fees from C/CAG, a Caltrans grant, and a State of California, Natural Resources Department of Parks and Recreation grant.



LOCAL ROAD SAFETY PLAN

This project would help implement the City's Vision Zero policy by identifying and prioritizing strategies to improve transportation safety across the City, considering collision data and systemic safety challenges. The project will also make the City eligible for future Highway Safety Improvement Program funding.

Traffic and Transportation



MIDDLE AVENUE CALTRAIN CROSSING AND STUDY DESIGN AND CONSTRUCTION

This project would provide a grade-separated crossing through the Caltrain railway to create a pedestrian/bicycle connection near Middle Avenue, between Alma Street near Burgess Park and El Camino Real at the proposed open space plaza as identified in the El Camino Real/Downtown Specific Plan. The project would develop detailed design plans and construct the project. As part of the terms of the development agreement for Middle Plaza at 500 El Camino Real, Stanford University is required to make a contribution towards the cost of the project, 50 percent of the cost, up to \$5,000,000. In May 2020, the Santa Clara County Board of Supervisors also allocated \$1,000,000 in funds for this project through the Stanford University recreation mitigation fund from established during the 2000 General Use Permit approvals.



MIDDLE AVENUE COMPLETE STREET STUDY

This project is developing a plan to implement traffic calming strategies and bicycle lanes along Middle Avenue. This work builds on recommendations from the Transportation Master Plan to add bicycle lanes and improved pedestrian facilities, to also consider traffic calming improvements such as curb extensions/bulb-outs, raised or other crosswalk enhancements, improved signage, or other devices to slow vehicle traffic. The project includes robust community engagement and will include development of concept plans. A portion of this project (El Camino Real to University Drive) would be implemented by Stanford as an environmental mitigation measure (TRA-2.1) for the Middle Plaza at 500 El Camino Real project.



MIDDLEFIELD ROAD/LINFIELD DRIVE AND SANTA MONICA AVENUE CROSSWALK

This project would evaluate and complete engineering design for crossing improvements at the Middlefield Road/Linfield Drive and Santa Monica Avenue intersections to improve bicycle and pedestrian safety at this location. This project effort would include coordination with Menlo Park Fire Protection District for emergency access considerations to Station 1 adjacent to the intersection.



TRAFFIC SIGNAL MODIFICATIONS

This annual project provides funds to upgrade city traffic signals. Funds would be used to replace equipment nearing the end of its useful life, enhance signal phasing and timing and upgrade existing signals to current standards. The funds provided will generally allow a complete upgrade of a single intersection or upgrades to components of approximately three signals per year. Projects will be prioritized for implementation through the Transportation Master Plan.

Traffic and Transportation



TRANSIT IMPROVEMENTS

The purpose of this project is to support development of transit options and improvements in Menlo Park. Improvements to bus stop amenities (benches, new signs, schedules and markings to guide shuttle users) will be installed through this project. This project also includes the City's match for the Shuttle Evaluation Study, for which the City was awarded a Caltrans Sustainable Planning Grant. The study will provide a comprehensive evaluation of the City's shuttle system.



WILLOW OAKS BIKE CONNECTOR

This project upgrades the existing pedestrian pathway in Willow Oaks Park to accommodate both bicycles and pedestrians. It will also extend the pathway from Willow Road to Gilbert Avenue and widen the path to ten feet where feasible. Other improvements include adjustments to backflow preventers and storm drainage improvements near Pope Street to reduce water ponding.



TRANSPORTATION PROJECTS (MINOR)

This annual project supports small transportation projects such as minor crosswalk enhancements, bicycle lane gap closures, traffic signal modifications and sign/ striping installations and restores routine maintenance levels for more timely response to resident complaints. Projects will be prioritized for implementation through the Transportation Master Plan. Funding will help address issues identified through initiation of the safe routes to school program.



WILLOW ROAD AND NEWBRIDGE STREET BICYCLE AND PEDESTRIAN IMPROVEMENTS

This project would design and implement pedestrian and bicycle improvements on Willow Road between Bayfront Expressway and US 101, including a new pedestrian crossing at O'Brien Drive and Class IV separated bikeways on both sides of the street.

Traffic and Transportation



WILLOW ROAD TRANSPORTATION STUDY

This project is supporting ongoing coordination with Caltrans on studying and designing safety improvements to Willow Road. This includes helping develop plans to provide enhanced crosswalks and bicycle lanes as part of a forthcoming maintenance resurfacing of Willow Road in 2022-2023 and leading development of a state Active Transportation Program grant to provide additional and improved pedestrian crossings, and separated bicycle facilities along Willow Road.



WILLOW ROAD/U.S. HIGHWAY 101 INTERCHANGE

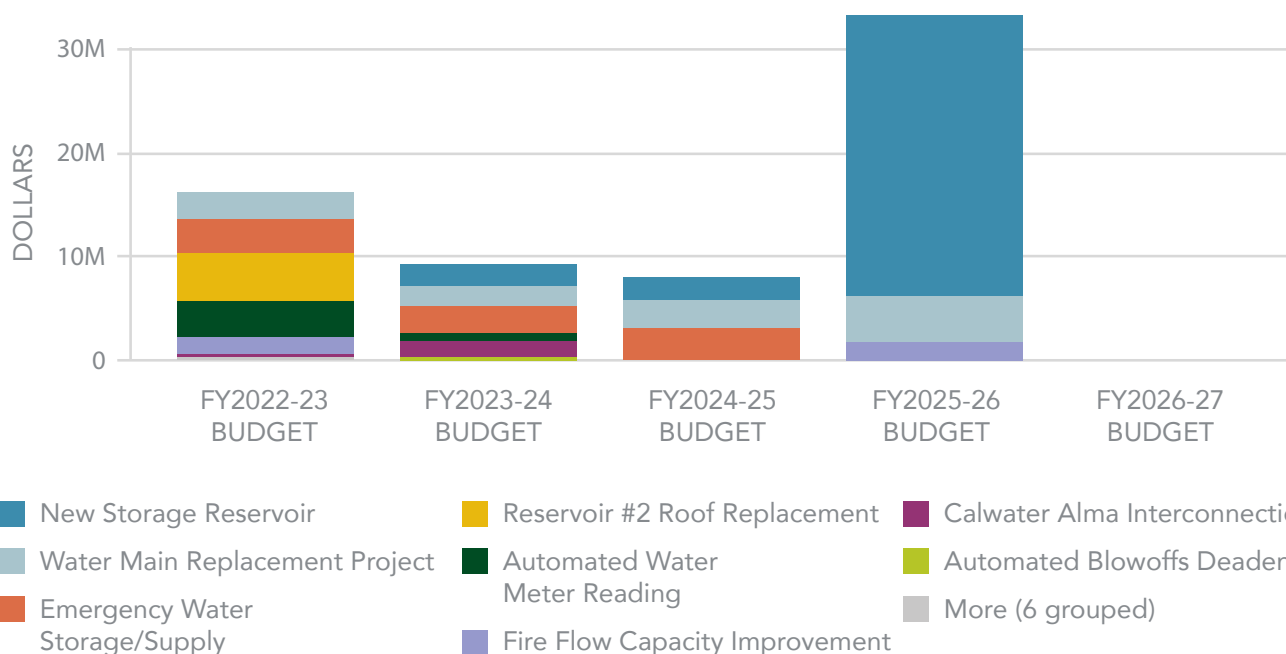
Construction of the Willow Road/U.S. Highway 101 interchange was completed in mid-2019. As a follow up to the interchange reconstruction, this funding would support the planning and design of landscaping to be installed in the project area. The landscaping design would be closely coordinated with Caltrans, who owns and has responsibility to maintain the majority of the project area; San Mateo County Transportation Authority (funding partner for the interchange construction); and East Palo Alto, since a portion of the interchange located within the boundaries of East Palo Alto.

WATER

Water capital projects improve the delivery of safe drinking water to those 4,300 connections served by the City’s municipal water service, covering approximately half of the City’s residents and businesses. This category is supported fully by water ratepayers and capacity charges paid by new connections to the water system. Other possible

funding strategies for these projects include grants, the issuance of water revenue bonds, State low interest loans, as well as the development of benefit assessment districts that can pay for improvements in specific sections of the City where more investment needs have been identified.

**WATER CIP EXPENSES BY PROJECT
FY2022-23 TO FY2026-27**



WATER CIP EXPENSES BY PROJECT

PROJECT NUMBER	PROJECT NAME	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET	2026-27 BUDGET
(CPW015)	New Storage Reservoir	0	2,220,000	2,266,000	27,000,000	0
(CPW010)	Water Main Replacement Project	2,500,000	1,800,000	2,565,000	4,420,000	0
(CPW003)	Emergency Water Storage/Supply	3,381,800	2,555,000	3,060,000	0	0
(CPW009)	Reservoir #2 Roof Replacement	4,571,707	0	0	0	0
(CPW001)	Automated Water Meter Reading	3,632,177	887,000	0	0	0
(CPW004)	Fire Flow Capacity Improvement	1,692,727	0	0	1,779,100	0
(CPW002)	Calwater Alma Interconnection	140,000	1,500,000	0	0	0
(CPW014)	Automated Blowoffs Deadends	0	250,000	0	239,800	0

Water

PROJECT NUMBER	PROJECT NAME	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET	2026-27 BUDGET
(CPW007)	Palo Alto Pope Chaucer Interconnection	0	344,300	0	0	0
(CPW016)	Sharon Heights Pump Station VFDs	0	0	320,000	0	0
(CPW005)	L Zone 12" Check Valve Hill SFPUC	211,000	0	0	0	0
(CPW013)	Booster Pump	153,000	0	0	0	0
(CPW006)	L Zone 10" Check Valve Burgess SFPUC	106,000	0	0	0	0
(CPW008)	Reservoirs #1 & #2 Mixers	98,908	0	0	0	0
TOTAL		16,487,319	9,556,300	8,211,000	33,438,900	0



AUTOMATED BLOW OFFS AT DEAD END LOCATIONS

In the upper zone, some dead end locations have water ages exceeding five days. These locations are also likely to have lower chlorine residuals due to the relatively small demands. This project will install automated blow offs in order to flush these areas and help maintain adequate chlorine residuals.



AUTOMATED WATER METER READING

This project will install smart meters that will automatically provide hourly data. It will help detect water leaks, reduce water loss and improve customer service.



BOOSTER PUMP STATION

This project will design and construct one or two booster pump stations, in conjunction with design and construction of a water storage reservoir, to provide sufficient operational, emergency, and fire flow storage needs for the lower- and high-pressure zones as identified in the Water System Master Plan.



EMERGENCY WATER STORAGE/SUPPLY

The Corporation Yard Well will help meet Menlo Park Municipal Water’s goal to provide 3,000 gpm as an alternative water supply for the lower pressure zone. This well will be able to provide up to 1,500 gpm of alternative water supply. Construction is complete, and final permitting by the State Water Resources Control Board is pending. Sites for a second well are currently under evaluation, which will help meet Menlo Park Municipal Water’s goal to provide 3,000 gpm as an alternative water supply for the lower pressure zone.



CAL WATER ALMA STREET INTERCONNECTION

This project identified in the Water System Master Plan calls for a metered interconnect between the Menlo Park Municipal Water system and Cal Water system at Alma Street. The project will also replace the water main back to the SFPUC connection near 500 El Camino Real as part of the Middle Avenue Caltrain undercrossing improvements.



FIRE FLOW CAPACITY IMPROVEMENTS

This project involves the planning, design and implementation of water infrastructure improvements recommended in the Water System Master Plan to address fire flow capacity deficiencies identified throughout the Menlo Park Municipal Water service area.

Water



LOWER ZONE 10" CHECK VALVE AT BURGESS SFPUC TURNOUT

SRI is served directly from the SFPUC Burgess turnout without pressure regulation. Replacing the existing normally closed valve with a check valve would interconnect the Lower Zone to SRI if the SFPUC Burgess turnout were out of service. Under normal conditions, the check valve would prevent unregulated high-pressure water from flowing into the Lower Zone. The check valve would be installed near the existing normally closed valve between the 10-inch bypass and the Burgess PRV station.



LOWER ZONE 12" CHECK VALVES FOR HILL AVENUE SFPUC TURNOUT

The High Pressure Zone is served directly from the SFPUC Hill Turnout. Replacing the existing normally closed valves with check valves would interconnect the lower zone and high-pressure zone if the hill turnout were out of service. Under normal conditions, the check valve would prevent unregulated high-pressure water from flowing into the lower zone. Check valves will be installed at the intersections of Del Norte and Terminal Avenue and Del Norte and Market Place.



NEW WATER STORAGE RESERVOIR

This project will design and construct a water storage reservoir, in conjunction with design and construction of booster pump station(s) to provide sufficient operational, emergency, and fire flow storage needs for the lower and high-pressure zones as identified in the Water System Master Plan.



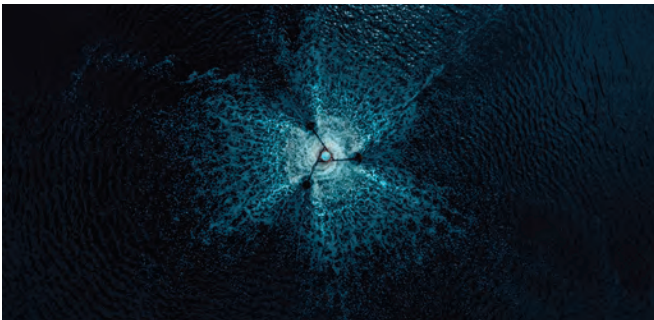
PALO ALTO POPE-CHAUCER CONNECTION

This project identified in the Water System Master Plan Capital Improvements will install a metered interconnect between the Menlo Park Water System and City of Palo Alto Water system at the Pope-Chaucer bridge, set to be reconstructed as part of the San Francisquito Creek flood improvements project.



RESERVOIR NO. 2 ROOF REPLACEMENT

The project involves the replacement of the roof on Reservoir 2, which is deteriorating and at the end of its life expectancy. The replacement would ensure continued public health protection and system reliability.



RESERVOIRS NO. 1 AND NO. 2 MIXERS

This project funds the purchase and installation of solar powered mixers for Reservoir No. 1 and Reservoir No. 2 to improve water quality.



SHARON HEIGHTS PUMP STATION VFDs

This project will equip Sharon Heights Pump Station with variable frequency drives (VFD) to improve pressure management in the Upper Zone during outage of the Sand Hill Reservoirs. Currently, MPMW

has constant speed pumps, and in the event of an outage, these pumps would need to turn on and off as many times as needed in order to maintain pressure in the distribution system. Equipping pumps with VFDs would allow for the continuous operation of pumps at lower speeds, helping to keep the operating point closer to the best efficiency point, and avoid over-pressurizing the distribution system.



WATER MAIN REPLACEMENT PROJECT

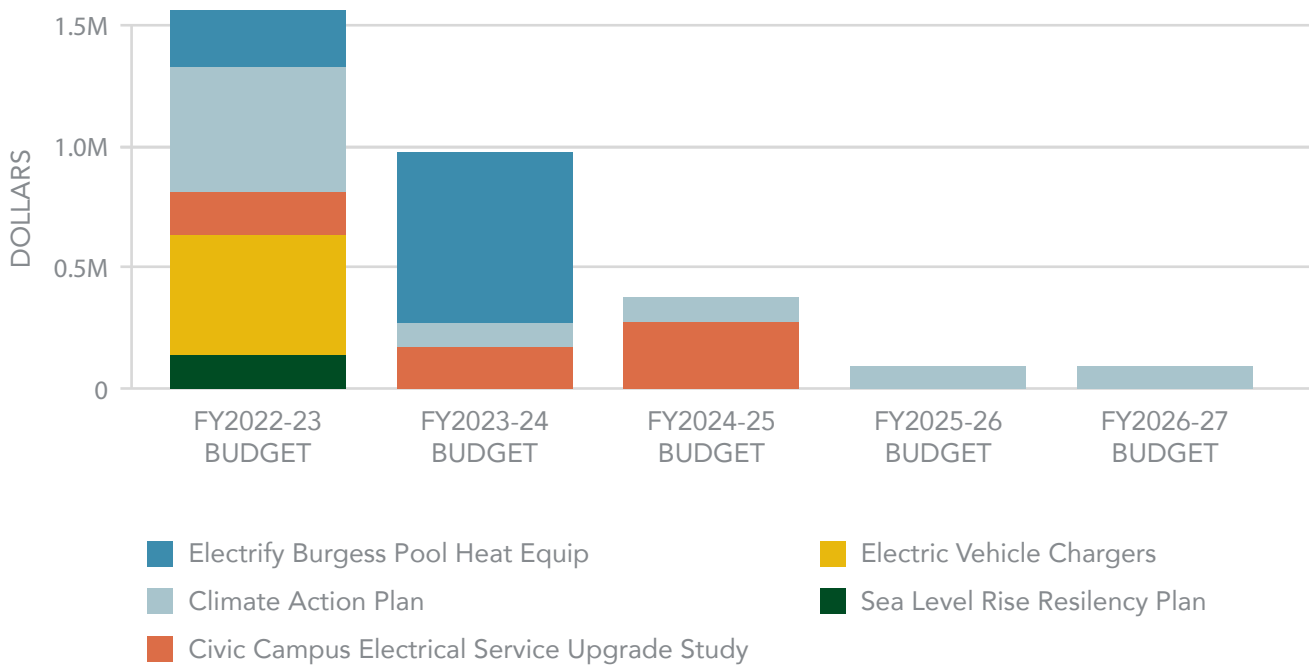
This project is ongoing and focuses on the design and replacement of the City's aging water supply system to ensure continued public health protection and system reliability. Using a condition assessment based on pipe age, material, size and hazards, sections of the water system that are most vulnerable to failure are selected for replacement.

Environment

ENVIRONMENT

The Environment CIP provides for a variety of projects and programs to further the City's environmental sustainability initiatives, including those in the City Council adopted Climate Action and Zero Waste Plans. This category of the CIP is primarily supported by the General Fund. However, initiatives about solid waste are funded through refuse rates.

ENVIRONMENT CIP EXPENSES BY PROJECT
FY2022-23 TO FY2026-27



ENVIRONMENT CIP EXPENSES BY PROJECT

PROJECT NUMBER	PROJECT NAME	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET	2026-27 BUDGET
(CPE006)	Electrify Burgess Pool Heat Equip	225,000	700,000	0	0	0
(CPE001)	Climate Action Plan	517,470	100,000	100,000	100,000	100,000
(STE006)	Civic Campus Electrical Service Upgrade Study	175,000	178,500	283,500	0	0
(CPE002)	Electric Vehicle Chargers	491,256	0	0	0	0
(STE001)	Sea Level Rise Resiliency Plan	150,000	0	0	0	0
TOTAL		1,558,726	978,500	383,500	100,000	100,000



2030 CLIMATE ACTION PLAN COMMUNITYWIDE IMPLEMENTATION

The City Council adopted a 2030 Climate Action Plan in 2020. It includes a goal to reach communitywide carbon neutrality by 2030. This project provides an annual funding source to continue implementation of the CAP programs and strategies. This year, funding will start work on exploring policy options to

1. convert 95% of existing buildings to electric by 2030
2. expand electric vehicle charging stations at existing multifamily properties



CITY FACILITIES ELECTRIC VEHICLE CHARGERS

This project installs the infrastructure to support alternative fuel vehicles for the City fleet. View the electric vehicle chargers page for more details



CIVIC CENTER ELECTRICAL SERVICE UPGRADE STUDY

For municipal operations to be carbon neutral by 2030, an electrical service upgrade is necessary to provide adequate electric vehicle charging levels for the police department, employees and the public at the civic center campus (701 Laurel St.). In addition, electrification of the Burgess Pool and other parts of the city’s buildings will also increase electrical loads. The City cannot make future electric vehicle purchases or electrification upgrades without a service upgrade. Service upgrades take about three years to complete, and if addressed in the near term there are financial opportunities to reduce costs to the city through Peninsula Clean Energy and PG&E to cost share for the upgrade.

Environment



BURGESS POOL ELECTRIC HEATING EQUIPMENT

Burgess Pool is the largest natural gas (fossil fuel) consuming facility for city operations due to the natural gas-powered swimming pool water heater, accounting for 58% of municipal greenhouse gas emissions. By replacing the existing gas boiler with an electric heat pump in the next two years, the City will make substantial progress toward CAP No.5 (eliminating fossil fuels from municipal operations) by reducing natural gas consumption in priority facilities by roughly 60%. Timely action may also allow the City to access financial help through the Heat Pump Water Heater Incentive Program offered under the California Public Utilities Commission.



SEA LEVEL RISE RESILIENCY PLAN

The sea level rise resiliency project would fund about 3 years (2020 - 2022) of membership dues in OneShoreline, the countywide flood protection and sea level rise resiliency agency, formed as a collaborative effort of San Mateo County and 20 cities in the County. The San Mateo County Sea Level Rise Vulnerability Assessment, completed in March 2018, formed the basis for this agency after finding that sea level rise in 2100 could affect \$34 billion in property on the San Francisco Bay shoreline and coast side, north of Half Moon Bay in San Mateo County.



APPENDIX

Budget and Capital Improvement Plan Resolution

RESOLUTION NO. 6751

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MENLO PARK ADOPTING THE BUDGET AND CAPITAL IMPROVEMENT PLAN FOR FISCAL YEAR 2022–23

WHEREAS, the City of Menlo Park, acting by and through its City Council, having considered the proposed budget document and related written and oral information at the meeting held June 14, 2022, and the City Council having been fully advised in the matter and good cause appearing therefore; and

WHEREAS, City Council Procedure #19-001-CC having been replaced by City Council Policy #CC-21-024 requires City Council action to enter into agreements or settle claims with aggregate annual payments in excess of \$86,000 for fiscal year 2022-23; however, expenditures in debt service on currently-issued debt, utilities, employee benefits, inter-governmental agreements, and operating technological end-user hardware and subscription services included in the Information Technology Internal Service Fund exceed the annual aggregate of \$86,000 through contractual obligations or public health and safety necessity; and

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Menlo Park that:

1. The proposed budget for the fiscal year 2022–23 set forth in Exhibit A and as modified by a majority of the City Council during the review of the budget, is hereby adopted; and
2. The sums of money therein set forth are hereby appropriated from the revenues of the City to the departments, functions, programs and funds therein set forth for expenditure during the fiscal year 2022-2023; and
3. The Capital Improvement Program and projects presented for implementation in fiscal year 2022-2023 and set forth in Exhibit A is hereby adopted and approved; and
4. The City will carry forward unspent capital project funds and long-term studies from fiscal year 2021-2022 and re-appropriate these funds in fiscal year 2022-2023 to be used solely to pay for the remaining portion of City Council authorized capital expenditures and long-term studies; and
5. The City Council hereby directs the City Manager to make payments for services provided to the City including those in excess of \$86,000 on debt service on currently-issued debt, utilities, employee benefits, intergovernmental agreements, and operating technological end-user hardware and subscription services included in the Information Technology Internal Service Fund, and monitor and control the expenditures of each department and, at the same time, approve modifications to each department within a specified fund, so long as the total expenditures within the fund shall not be greater than the total approved appropriations, unless offset by an equal Grant amount which does not commit the City to additional funding or program requirements.

I, Judi Herren, City Clerk of the City of Menlo Park, do hereby certify that the above and foregoing Resolution was duly and regularly passed and adopted at a meeting by said City Council on the twenty-eighth day of June, 2022, by the following vote:

AYES: Combs, Mueller, Nash, Taylor, Wolosin
NOES: None
ABSENT: None
ABSTAIN: None

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Official Seal of said City on this eighth day of July, 2022.

Judi A. Herren, City Clerk

Resolution No. 6751, Exhibit A

FY 2022-23 BUDGETED FUND BALANCES

Fund Name and Category	FY 2021-22	FY 2022-23	FY 2022-23 Budget				
	Fcst	Budget	Rev & TI	Exp & TO	CIP Rev	CIP Exp	Sur/(Def)
100 General	\$38,304,402	\$74,002,730	\$80,430,226	\$ -	\$ -	(6,427,496)	\$31,876,906
Non-spendable prepaids	458,698						458,698
Project related, encumb	4,010,180						1,000,000
Strategic pension funding	3,250,860					Actual %	2,250,860
Emergency (Policy: 15-20%)	10,300,000					15%	11,800,000
Economic (Policy: 20-25%)	12,711,700					20%	16,000,000
Unassigned	7,572,964						367,348
Total Reserve Breakdown	38,304,402						31,876,906
One-time, Developer, In-lieu							
111 One-time	1,686,000	1,350,000	-	-	-	1,350,000	3,036,000
258 CRRSA	19,833	-	-	-	-	-	19,833
332 Bayfront Mitigation	6,932,487	2,561,226	-	-	-	2,561,226	9,493,713
353 Downtown Public Amenity	2,503,706	10,000	-	-	300,000	(290,000)	2,213,706
369 Community Amenities	9,405,000	20,900,000	-	-	-	20,900,000	30,305,000
395 Developer Funded Projects	-	2,250,000	2,250,000	-	-	-	-
397 American Rescue Plan Act	7,382,917	-	3,717,830	-	-	(3,717,830)	3,665,087
201 EIR Fees	11,455	-	-	-	-	-	11,455
202 Miscellaneous Trust	249,134	-	145,000	-	-	(145,000)	104,134
Housing Activity							
221 Housing Special Revenue	6,675,298	1,000	24,000	-	-	(23,000)	6,652,298
222 Below Mrkt Rt Housing Spec Rev	32,410,871	6,800,000	583,432	-	-	6,216,568	38,627,440
223 Federal Revenue Sharing	124,814	500	4,000	-	-	(3,500)	121,314
224 Community Devlpmt Block Grant	1,380,789	1,500	4,000	-	-	(2,500)	1,378,289
364 HUT Repair and Maintenance	533,072	793,824	-	-	950,000	(156,176)	376,896
Library & Community Service							
203 Donations - Library and CS	(3,814)	145,000	-	-	-	145,000	141,186
251 Big Lift (Library)	23,670	295,000	260,109	-	-	34,891	58,561
252 Childcare Food (Library & CS)	-	85,000	85,000	-	-	-	-
253 Belle Haven Child Devlpmt Ctr	61,696	2,003,000	1,432,295	-	-	570,705	632,401
254 Preschool-QRIS	8,936	12,000	-	-	-	12,000	20,936
256 Recreation In-Lieu	5,974,203	88,200	3,000,000	-	2,682,709	(5,594,509)	379,694
304 Menlo Park Community Campus	13,621,837	3,000,000	79,163	-	16,440,716	(13,519,879)	101,958
305 Diverse Literature LSTA	19,216	20,000	20,000	-	-	-	19,216

Resolution No. 6751, Exhibit A

Fund Name and Category	FY 2021-22	FY 2022-23	FY 2022-23 Budget				6/30/2023
	Fcst	Budget	Rev & TI	Exp & TO	CIP Rev	CIP Exp	
Police Enforcement							
327 Supp Law Enforcement Services	253,036	-	-	-	-	-	253,036
328 Downtown Parking Permits	4,635,473	100,000	195,600	-	2,400,000	(2,495,600)	2,139,873
Transportation. Streets, Maint							
211 Heritage Tree (Transportation related)	465,236	10,000	-	-	135,000	(125,000)	340,236
255 Senior Transportation	(37,768)	43,700	-	-	-	43,700	5,932
351 Transportation Impact Fees	9,714,257	983,000	-	5,000,000	10,934,567	(4,951,567)	4,762,690
352 Transportation	913,991	-	-	-	909,692	(909,692)	4,299
354 Storm Drainage Fees	96,760	1,800	97,000	-	-	(95,200)	1,560
355 Shuttle Program	202,289	1,293,151	1,192,227	-	-	100,924	303,212
356 County Transp Tax (Measure A)	1,036,672	1,000,000	1,473,999	-	404,940	(878,939)	157,733
357 Highway Users (Gas Tax)	3,061,738	1,021,080	19,613	-	4,050,940	(3,049,473)	12,265
358 Landscape/Tree Assessment	893,050	1,287,457	1,503,667	-	-	(216,210)	676,840
359 Sidewalk Assessment	361,728	305,838	27,050	-	302,512	(23,724)	338,004
360 Measure M	135,524	140,000	140,000	-	-	-	135,524
361 Storm Water Management	358,136	375,862	458,137	-	-	(82,275)	275,860
362 Construction Impact Fee	5,227,809	865,000	85,775	-	3,787,020	(3,007,795)	2,220,014
363 Measure W	1,001,467	425,000	-	-	750,000	(325,000)	676,467
365 Landfill Post-Closure	8,049,089	932,083	521,775	-	3,801,155	(3,390,847)	4,658,242
366 Vintage Oaks Landscape	-	-	-	-	-	-	-
367 Sharon Hills Park	60	-	-	-	-	-	60
375 CA Coastal Consv Priority Grant	(8,248)	-	-	500,000	-	500,000	491,752
376 Caltrans	-	-	-	426,000	-	426,000	426,000
368 Bayfront Park Maintenance	708,317	3,000	258,916	-	-	(255,916)	452,401
370 Haven Avenue Streetscape Grant	600,000	-	-	-	600,000	(600,000)	-
377 California State Parks Dept	-	-	-	798,950	-	798,950	798,950
396 CA Arrearage Program Water Res	52,379	-	-	-	-	-	52,379
501 General Capital Improvement	27,211,101	6,450,500	429,476	5,015,300	37,469,788	(26,433,464)	777,637
521 SMC Transportation Authority	(4,991)	-	-	170,000	-	170,000	165,009
525 CA Coastal Consv Priority Grt	1,353	-	-	-	-	-	1,353
Debt Service							
400 Library GO Bond 1990	362,585	12,545	-	-	-	12,545	375,130
401 Recreation GO Bond	3,447,590	2,375,456	2,350,456	-	-	25,000	3,472,590
500 Measure T 2002 GO Bond	2,049	1,500	-	-	-	1,500	3,549
510 Library Addition	122,446	750	-	-	-	750	123,196

Resolution No. 6751, Exhibit A

Fund Name and Category	FY 2021-22	FY 2022-23	FY 2022-23 Budget				6/30/2023
	Fcst	Budget	Exp & TO	CIP Rev	CIP Exp	Sur/(Def)	
	6/30/2022	Rev & TI					
Water Activity							
600 Water Capital	17,271,936	1,919,425	196,894	500,000	17,287,319	(15,064,788)	2,207,148
601 Water Operations	32,561,137	13,914,073	10,933,719	-	-	2,980,354	35,541,491
610 Solid Waste Service	2,792,268	674,038	276,505	-	-	397,533	3,189,801
Internal Services							
701 Workers' Compensation	1,217,654	923,217	1,819,722	-	-	(896,505)	321,149
702 General Liability	(1,062,791)	2,582,824	1,286,150	-	-	1,296,674	233,883
703 Other Post Employment Benefits	934,981	-	934,980	-	-	(934,980)	(0)
704 IT Internal Service	2,568,780	3,625,584	5,751,762	-	-	(2,126,178)	442,602
705 Vehicle Replacement	2,713,794	1,396,380	1,570,000	-	-	(173,620)	2,540,174

Gann Appropriations Limit Resolution

RESOLUTION NO. 6752

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MENLO PARK ADOPTING AN APPROPRIATIONS LIMIT FOR THE CITY OF MENLO PARK FOR THE 2022-23 FISCAL YEAR PURSUANT TO ARTICLE XIII B OF THE CALIFORNIA CONSTITUTION

WHEREAS, Article XIII B of the California Constitution (Proposition 4) provides for an annual appropriations limit for state and local governments beginning with the 1980-81 fiscal year, based on the 1978-79 appropriations, as adjusted for the changes in the cost of living or per capita personal income, population, and other specified factors; and

WHEREAS, implementing legislation, which became effective January 1, 1981, provides that each year the governing body of each local jurisdiction shall, by resolution, establish its appropriations limit for the year pursuant to Article III B at a regularly scheduled meeting or noticed special meeting; and

WHEREAS, Proposition 111 subsequently amended Article XIII B of the California Constitution to provide for certain revisions in the population and inflation factors used in the calculation of the appropriations limit and to provide for a recalculation of the appropriation limit data for the fiscal years 1987-88 through 1990-91; and

WHEREAS, in accordance with applicable law, the appropriation limit for the City of Menlo Park for the 2022-23 fiscal year has been calculated to be \$75,563,220, using such revisions and recalculations; and

WHEREAS, Government Code section 7910 provides that documentation used in the determination of the appropriations limit shall be available to the public at least 15 days before such meeting, and such documentation was made available to the public on June 8, 2022 in the Examiner – Redwood City Tribune;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Menlo Park that the City Council of Menlo Park hereby:

1. Selects to use the change in the California per capita income as the cost of living adjustment factor, and elects to use the annual population change in the City of Menlo Park's population for calculating the population adjustment factor.
2. Determines the appropriations limit for fiscal year 2022-23 to be \$75,563,220, as detailed in the calculations set forth in Exhibit A.

I, Judi Herren, City Clerk of the City of Menlo Park, do hereby certify that the above and foregoing Resolution was duly and regularly passed and adopted at a meeting by said City Council on the twenty-eighth day of June, 2022, by the following vote:

AYES: Combs, Mueller, Nash, Taylor, Wolosin

NOES: None

ABSENT: None

ABSTAIN: None

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Official Seal of said City on this eighth day of July, 2022.

Judi A. Herren, City Clerk

Resolution No. 6752, Exhibit A

CITY OF MENLO PARK APPROPRIATIONS LIMIT FISCAL YEAR 2022-23

	AMOUNT	SOURCE
A LAST YEAR'S LIMIT	\$ 71,227,381	Prior Year
B ADJUSTMENT FACTORS		
1. Population - City	0.9864	State Department of Finance
2. Inflation	1.0755	State Department of Finance
	1.0609	(B1*B2)
Total Adjustment %	0.0609	(B1*B2-1)
C ANNUAL ADJUSTMENT	\$4,335,839	(B*A)
D THIS YEAR'S LIMIT	\$ 75,563,220	(A+C)
E PROCEEDS OF TAXES SUBJECT TO LIMIT		
Property Tax	34,693,781	2022-23 Proposed Budget
Sales Tax	6,621,444	2022-23 Proposed Budget
Other Taxes	10,605,299	2022-23 Proposed Budget
Special Assessments	2,350,456	2022-23 Proposed Budget
INTEREST ALLOCATION	882,185	2022-23 Proposed Budget
TOTAL	\$ 55,153,165	
F AMOUNT UNDER/(OVER) LIMIT	\$ 20,410,055	(D-E)

Full Time Equivalent (FTE) Personnel Budget

Proposed 2022-23 FTEs by Classification

Accountant II	2
Accounting Assistant II	2.50
Administrative Assistant	3
Assistant City Manager	1
Assistant Community Development Director	2
Assistant Community Services Director	1
Assistant Engineer	5
Assistant Library Services Director	1
Assistant Planner	2
Assistant Public Works Director	3
Associate Civil Engineer	3
Associate Engineer	3
Associate Planner	3
Associate Transportation Engineer	3
Building Inspector II	3
Business Manager	1
Canine Handler	1
Chief Water Operator	1
Child Care Teacher I	13
Child Care Teacher II	4.75
City Arborist	1
City Clerk	1
City Councilmember	5
City Manager	1
Code Enforcement Officer	2
Communications and Records Manager	1
Communications Dispatcher	4
Communications Training Dispatcher	2
Community Development Director	1
Community Development Technician	1
Community Service Officer	3
Construction Inspector II	2
Contracts Specialist	1
Deputy City Clerk	1
Deputy Community Development Director - Housing	1
Emergency Preparedness Coordinator	1
Engineering Technician II	3
Enterprise Applications Administrator	1
Enterprise Applications Support Specialist II	2

Full Time Equivalent (FTE) Personnel Budget

Proposed 2022-23 FTEs by Classification

Executive Assistant	1
Executive Assistant to the City Manager	1
Facilities Maintenance Technician I	1
Finance and Budget Manager	1
Graphic Designer	1
Gymnastics Instructor	2.75
Human Resources Manager	1
Human Resources Technician I	1
Information Technology Manager	1
Information Technology Specialist I	1
Information Technology Specialist II	2
Interim City Manager	1
Interim Finance Director	1
Librarian II	4.50
Library and Community Services Director	1
Library and Community Services Supervisor	5
Library Assistant I	0.50
Library Assistant II	4.50
Library Assistant III	2
Maintenance Worker I	7
Maintenance Worker II	4
Management Analyst I	6
Management Analyst II	11.50
Network Administrator	1
Office Assistant	2.50
Parking Enforcement Officer	0.50
Permit Manager	1
Permit Technician	5
Plan Check Engineer	1
Planning Manager	1
Planning Technician	1
Police Chief	1
Police Commander	2
Police Corporal	6
Police Officer	28
Police Records Specialist	2
Police Sergeant	10
Principal Planner	2
Program Aide/Driver	0.75

Full Time Equivalent (FTE) Personnel Budget

Proposed 2022-23 FTEs by Classification

Program Assistant	10
Project Manager	1
Property and Court Specialist	1
Public Engagement Manager	1
Public Works Director	1
Public Works Superintendent	1
Public Works Supervisor - Facilities	1
Public Works Supervisor - Fleet	1
Public Works Supervisor - Park	1
Public Works Supervisor - Streets	1
Recreation Coordinator	6
Senior Accounting Assistant	1
Senior Building Inspector	2
Senior Civil Engineer	5
Senior Communications Dispatcher	1
Senior Construction Inspector	1
Senior Equipment Mechanic	1
Senior Facilities Maintenance Technician	2
Senior Maintenance Worker	6
Senior Office Assistant	3.75
Senior Planner	4
Senior Police Records Specialist	1
Senior Program Assistant	5
Senior Transportation Engineer	2
Sustainability Manager	1
Sustainability Specialist	1
Systems Administrator	1
Transportation Demand Management Coordinator	1
Water Quality Specialist	1
Water System Operator I	2
Water System Operator II	2
Senior Accountant	1
Economic Development Manager	1
IT Specialist	1
Total	290.50

5-Year Capital Improvement Plan

FY 2022-23 ADOPTED CIP EXPENSES

PROJECT NAME	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
CITY BUILDING					
Menlo Park Community Campus	\$ 13,516,943	-	-	-	-
City Buildings (Minor)	1,290,989	500,000	500,000	500,000	500,000
Fire Plan Equ Replace-Building	87,851	-	-	-	-
Gatehouse Fence Replacement	60,964	-	-	-	-
City Buildings HVAC modifications	522,392	-	-	-	-
Main Library Improvements	-	-	-	-	-
Burgess Pool Lobby Renovation	125,000	-	-	-	-
MPCC Clean Infra	5,720,000	-	-	-	-
Corporation Yard Needs Assessment	100,000	-	-	-	-
Facilities Inventory and Maintenance Plan	250,000	-	-	-	-
CITY BUILDING SUM	\$ 21,674,139	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
CITY SYSTEM					
IT Master Plan & Implement	3,178,653	2,725,000	2,500,000	-	-
Police Radio Replacement	600,000	300,000	-	-	-
CITY SYSTEM SUM	\$ 3,778,653	\$ 3,025,000	\$ 2,500,000	-	-
ENVIRONMENT					
Climate Action Plan	517,470	100,000	100,000	100,000	100,000
Electric Vehicle Chargers	491,256	-	-	-	-
Electrify Burgess Pool Heat Equip	225,000	700,000	-	-	-
Sea Level Rise Resiliency Plan	150,000	-	-	-	-
Civic Campus Electrical Service Upgrade Study	175,000	178,500	283,500	-	-
ENVIRONMENT SUM	\$ 1,558,726	\$ 978,500	\$ 383,500	\$ 100,000	\$ 100,000
PARKS					
Aquatic Center Maint (Annual)	1,282,488	400,000	400,000	400,000	400,000
Bedwell Bayfront Pk Leachate	3,801,155	1,500,000	-	-	-
Bedwell Bayfront Park Entrance Improvements	1,306,605	-	-	-	-
Civic Center Campus Improv	-	300,000	300,000	-	-
Park Improvements (Minor)	373,793	200,000	200,000	200,000	200,000
Park Pathways Repairs	680,438	500,000	500,000	500,000	500,000
Park Playground Equipment	1,379,130	-	-	-	-
Parks & Recreation Master Plan Implementation	-	1,500,000	-	-	-
Sport Field Renovations	900,000	650,000	300,000	300,000	300,000
Tennis Court Maintenance	402,541	120,000	120,000	120,000	120,000
Willow Oaks Park Improvements	3,998,920	-	-	-	-
Kelly Park Turf Track Replacem	500,000	1,200,000	-	-	-
PARKS SUM	\$ 14,625,070	\$ 6,370,000	\$ 1,820,000	\$ 1,520,000	\$ 1,520,000

5-Year Capital Improvement Plan

PROJECT NAME	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
STORMWATER					
Bayfront Atherton Flood Protec	226,672	-	-	-	-
Chrysler Pump Station Improv	13,082,008	-	-	-	-
San Francisquito Cr-101 Flood	1,000,000	2,000,000	2,000,000	-	-
Willow Bridge Abut Stable Prjt	-	250,000	-	-	-
Safer Bay	250,000	-	-	-	-
(blank)	-	-	-	-	-
Stormwater Master Plan	167,247	-	-	-	-
Storm System Funding Study	110,000	-	-	-	-
Storm Rate Fee Study	-	-	-	-	-
STORMWATER SUM	\$ 14,835,927	\$ 2,250,000	\$ 2,000,000	-	-
STREETS AND SIDEWALKS					
Chilco Streetscape & Sidewalk Installation	926,355	-	-	-	-
Downtown Parking Structure Study	-	100,000	-	-	-
Utility Undergrounding	661,556	5,000,000	-	-	-
Downtown Streetscape Improve	505,182	850,000	-	-	-
Parking Plaza 7 Renovations	2,200,000	-	-	-	-
Parking Plaza 8 Renovations	200,000	2,000,000	-	-	-
Pierce Rd. SW & SM Bic Rte Inst	629,737	-	-	-	-
Ravenswood Avenue (El Camino Real to Laurel St.)	1,152,153	-	-	-	-
Sharon Road Sidewalk Install	782,326	-	-	-	-
Sidewalk Repair Program	561,298	550,000	575,000	575,000	600,000
St. Cruz & Middle Ave Resurf	-	-	-	-	-
Streetlight Conversion	949,746	1,780,000	2,000,000	-	-
Street Resurfacing Project	7,135,926	1,575,000	2,600,000	1,600,000	2,000,000
Willow Road Resurfacing	-	-	-	-	-
Middlefield Rd. (Woodland to Ravenswood)	150,000	4,050,000	-	-	-
Welcome to MP Sign	-	-	-	180,000	-
O'Brien Drive Streetscape	-	-	-	-	-
Sand Hill Tunnel Rehabilitation	490,000	-	-	-	-
El Camino Real Median Trees Improvements	135,000	-	-	-	-
STREETS AND SIDEWALKS SUM	\$ 16,479,279	\$ 15,905,000	\$ 5,175,000	\$ 2,355,000	\$ 2,600,000
TRANSPORTATION/TRAFFIC					
Bayfront, Willow, Marsh Adaptive Traffic Signal	-	-	-	-	-
ECR Crossings Improvements	307,087	-	-	-	-
Haven Ave Streetscape Improv	2,421,495	-	-	-	-
Middle Ave Caltrain Cross Stud	5,933,997	-	9,900,000	-	-
Middlefield/Linfield-Santa Monica Crosswalk	80,000	880,000	-	-	-

5-Year Capital Improvement Plan

PROJECT NAME	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Traffic Signals Modifications	1,211,544	350,000	350,000	350,000	350,000
Transit Improvements	186,923	-	-	-	-
Transportation Projects (Minor)	1,040,623	175,000	175,000	175,000	175,000
Willow - 101 Interchange	187,081	-	-	-	-
Willow Oaks Bike Connector	500,000	-	-	-	-
Willow Rd. & Newbridge St. Bicycle and Pedestrian Improvement	400,000	5,600,000	-	-	-
Caltrain Quiet Zone Evaluation	375,000	-	-	-	-
Belle Haven Traffic Calming Plan Implementation	50,000	-	-	-	-
Middle Avenue Complete Streets Study	200,000	-	-	-	-
Caltrain Grade Separation	288,803	5,000,000	-	-	-
Willow Rd. Transportation Study	159,692	-	-	-	-
Coleman-Ringwood Avenues Transportation Study	225,000	-	-	-	-
Local Road Safety Plan	200,000	-	-	-	-
TRANSPORTATION/TRAFFIC SUM	\$ 13,767,245	\$ 12,005,000	\$ 10,425,000	\$ 525,000	\$ 525,000
WATER					
Automated Water Meter Reading	3,632,177	887,000	-	-	-
Calwater Alma Interconnection	140,000	1,500,000	-	-	-
Emergency Water Storage/Supply	3,381,800	2,555,000	3,060,000	-	-
Fire Flow Capacity Improvement	1,692,727	-	-	1,779,100	-
L Zone 12" Check Valve Hill SFPUC	211,000	-	-	-	-
L Zone 10" Check Valve Burgess SFPUC	106,000	-	-	-	-
Palo Alto Pope Chaucer Interconnection	-	344,300	-	-	-
Reservoirs #1 & #2 Mixers	98,908	-	-	-	-
Reservoir #2 Roof Replacement	4,571,707	-	-	-	-
Water Main Replacement Project	2,500,000	1,800,000	2,565,000	4,420,000	-
Booster Pump	153,000	-	-	-	-
Automated Blowoffs Deadends	-	250,000	-	239,800	-
New Storage Reservoir	-	2,220,000	2,266,000	27,000,000	-
Sharon Heights Pump Station VFDs	-	-	320,000	-	-
Post-earthquake operation plan	-	-	-	-	-
Urban Water Management Plan	-	-	-	-	-
WATER SUM	16,487,319	9,556,300	8,211,000	33,438,900	-
GRAND TOTAL	103,206,358	50,589,800	31,014,500	38,438,900	5,245,000

5-Year General Fund Forecast

GENERAL FUND 5 YEAR FORECAST (FY 2022-23 THRU 2027): ASSUMPTIONS

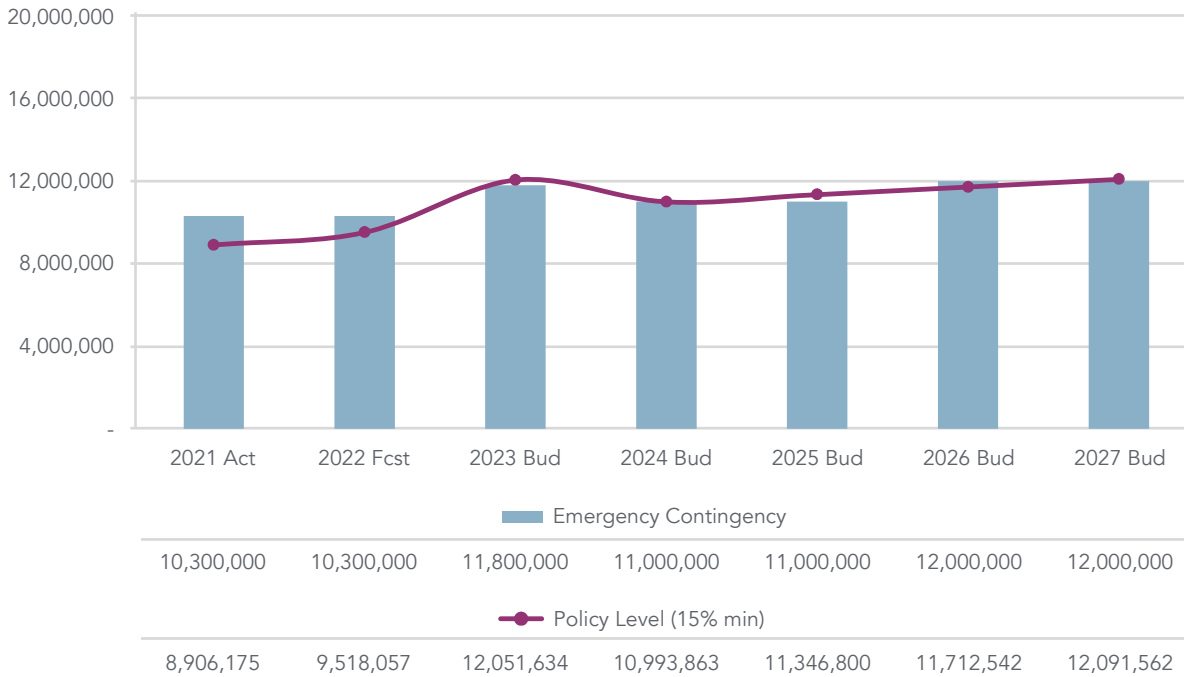
The objectives of the forecast are to demonstrate reserve levels after covering operating and capital project transfers. The forecast is developed as closely as possible to a cash flow projection rather than a full accrual estimate, thus excluding receivables, payables, depreciation, amortization, and certain unrealized gains & losses. The details in this tool are used by management in forecasting receipts (revenues), disbursements (expenses) and cash reserves. The City maintains its' accounting system in accordance with Generally Accepted Accounting Principles (GAAP) adopted by the Governmental Accounting Standards Board (GASB). The forecast period (2022-23 thru 2027) uses the proposed budget year 2022-23 as its' base.

	YEARS	2023	2024	2025	2026	2027
Revenues:						
Property Taxes	6.0%	HDL 5 Year secured, unsecured, VLF in lieu property tax				
Sales Taxes	4.0%	MuniServices 5 Year projection				
TOT	5.0%	HDL reviews forecast, includes Citizen M				
Utility User Tax	1.0%	Maintained at FY 2022-23 budget level. This represents 1% UUT				
Excess ERAF	-10.0%	Annual reduction from FY 2022-23 budget level				
Licenses & Permits	4.0%	Based on pre-pandemic levels				
Fines, Rental, Govt, Other	3.0%	FY 2024 increases by \$1 million heading back to pre-pandemic levels				
Charges for Services	2.0%					
Interest Income	2.0%	Portfolio estimated return based on reserve levels				
Transfers	\$13,771,261	Use of ARPA over 2023 & 2024, ISF recovery 2024, Landscape, tree, park, solid waste support				
Expenditures:						
Salaries and Wages	4.0%	COLA: 3.0%, Average Merits: 1%, Other, Bonus				
Temporary & OT		Budget run rate				
Benefits - Non PERS	3.0%	CPI inflation adjustment				
Benefits - PERS	3.8%	Annual estimated increase: Misc 2.8%, Safety 4.9%. Average 3.8%				
Vacancy factor	-6.5%					
Services, Repairs, etc	3.0%	CPI inflation adjustment				
Operating		Return to normal after 2023 Internal Service Fund rebalancing plus CPI				
Transfers	\$23,168,390	CIP support, landscape maintenance				
Staffing:						
Proposed budget	250	Number FTEs				
Average FTE	\$118,402					
Scenarios FY 2024						
FTE Changes	0.0%					
FTE level	250					
Benefits - Non PERS	0.0%					
Services	-15.0%					
Operating	0.0%					

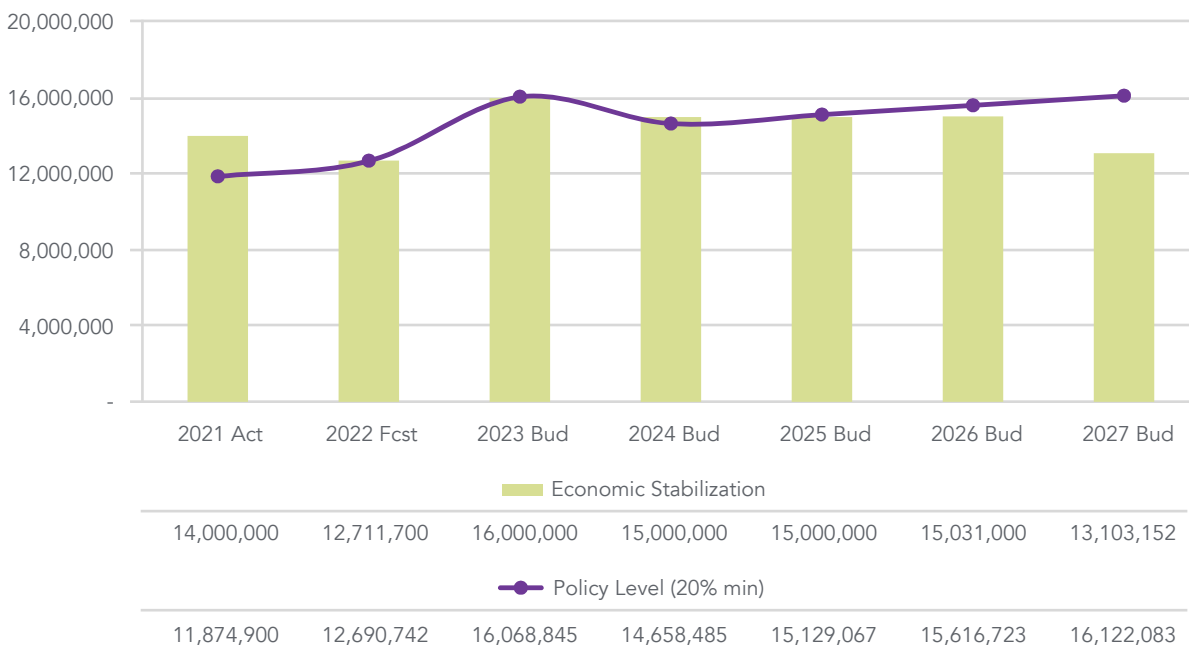
5-Year General Fund Forecast

GENERAL FUND 5 YEAR FORECAST (FY 2022-23 THRU 2027): EMERGENCY & ECONOMIC RESERVES

General Fund: Emergency Contingency Reserve



General Fund: Economic Stabilization Reserve



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