SPECIAL AND REGULAR MEETING MINUTES

Date: 6/4/2019  
Time: 5:00 p.m.  
City Council Chambers  
701 Laurel St., Menlo Park, CA 94025

5:00 p.m. Closed Session (City Hall - “Downtown” Conference Room, 1st Floor)

A. Call to Order

Mayor Mueller called the meeting to order at 5:02 p.m.

B. Roll Call

Present: Carlton, Combs, Nash, Taylor, Mueller
Absent: None
Staff: City Manager Starla Jerome-Robinson, Assistant City Manager Nick Pegueros, City Attorney Bill McClure, Administrative Services Director Lenka Diaz, Human Resources Manager Theresa DellaSanta

CL1. Closed session conference with labor negotiators pursuant to Government Code 54957.6 regarding Menlo Park Police Sergeants Association (PSA)

5:30 p.m. Presentations and Proclamations

A. Call to Order

Mayor Mueller called the meeting to order at 5:37 p.m.

B. Roll Call

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

C. Pledge of Allegiance

Mayor Mueller led the Pledge of Allegiance.

Report from Closed Session

None.
D. Presentations and Proclamations

D1. Certificates of recognition: Menlo Park students who competed in the Bay Area regional spelling bee

Mayor Mueller congratulated the students and read the certificates. Fourth grade winner Riaan Shetty, fifth grade winner Paige McGaragahan, and eighth grade winner Quinn Follemer accepted the certificates (Attachment).

D2. Mayors of Menlo Park photo display ceremony


E. Public Comment

• Bo Crane, Historical Association Secretary, invited the City Council to the An Old Time Ice Cream Social event on June 23.
• Pamela Jones spoke on the 2018 California Environmental Act update and commented the ConnectMenlo environmental review be concurrent with those updates.
• Bill Baron spoke about concerns of the unenforced speed limits on Willow Road.
• Sandra Baron spoke about concerns of the unenforced speed limits on Willow Road.

F. Consent Calendar

Mayor Mueller continued item F1.

City Councilmember Nash pulled items F7. and F8.

F1. Accept the City Council meeting minutes for May 13, 14, and 21, 2019 (Attachment)

Item continued.

F2. Waive the competitive bidding process; and authorize the city manager to enter into an agreement with Cal-West lighting and signal maintenance for traffic signal and street light maintenance services up to annual budgeted amount (Staff Report #19-116-CC)

F3. Award a construction contract to O'Grady Paving Inc., for the 2019 street resurfacing project and authorize the city manager to enter into an agreement with the county of San Mateo and appropriate additional funds to the project budget (Staff Report #19-114-CC)

• Steven Schmidbauer spoke in opposition of the removal of parking.
• Pastor Arturo Arias spoke in opposition of the removal of parking on O'Brien Drive.

City Councilmember Nash requested that future requests for proposals include and alternative bids for quiet asphalt. The City Council discussed the method of streets chosen for re-pavement and details on the parking removal. There was confirmation given that this item only references the
street repaving project and not parking removal.

F4. Receive and file an update on the development of the City’s green stormwater infrastructure plan (Staff Report #19-115-CC)

F5. Receive and file an update on the Middle Avenue pedestrian and bicycle rail crossing project (Staff Report #19-117-CC)

City Councilmember Carlton commented that Safe Routes to Schools does not go through El Camino Real.

F6. Authorize the city manager to enter into master professional agreements with Kutzman and Associates, Shums Coda Associates, West Coast Consulting, 4LEAF, Inc., Municipal Plan Check Services, Carlson Management Inc, HortScience | Barlett Consulting and John J. Heneghan consulting geotechnical and civil engineer (Staff Report #19-112-CC)

F7. Authorize the city manager to amend an existing agreement with Baker & Taylor for the purchasing and processing of library materials in an amount not to exceed $250,000, authorize the option to renew the contract annually for three years, and amend the fiscal year 2018-19 library donations fund budget (Staff Report #19-113-CC)

The City Council directed staff to return this agreement to them after one year for review.

ACTION: Motion and second (Carlton/Nash) to authorize the city manager to amend an existing agreement with Baker & Taylor for the purchasing and processing of library materials in an amount not to exceed $250,000, authorize the option to renew the contract annually for three years, and amend the fiscal year 2018-19 library donations fund budget and return to the City Council in one year, passed unanimously.

F8. Authorize the city manager to renew the joint-use library initiative memorandum of understanding with Ravenswood City School District for the Belle Haven branch library facility and operations (Staff Report #19-111-CC)

The City Council directed staff to return this agreement to them after one year for review.

ACTION: Motion and second (Nash/Taylor) to authorize the city manager to renew the joint-use library initiative memorandum of understanding with Ravenswood City School District for the Belle Haven branch library facility and operations and return to the City Council in one year, passed unanimously.

ACTION: Motion and second (Combs/Nash) to approve the consent calendar excluding items F1., F7., and F8., passed unanimously.

City Council took a break at 6:57 p.m.

City Council reconvened at 7:13 p.m.

G. Public Hearing

G1. Public Hearing on proposed fiscal year 2019–20 budget and capital improvement plan
Administrative Services Director Lenka Diaz, Finance and Budget Manager Dan Jacobson, and Management Analyst II Brandon Cortez made the presentation.

- Mickie Winkler spoke in favor of hiring an auditor to review the entire budget and proposed a moratorium on new staff acquisitions.

The City Council discussed surplus, general fund, and contingency funds. They received clarification that excess education revenue augmentation fund (ERAF) is held by the state and distributed to the school districts directly. City Council discussed the details of proposed new full time equivalent positions and their impacts to city services. Staff explained the difference between owning and sharing a mobile command center. There was also discussion on the amount of funds reinvested into each of the districts.

City Council took a break at 8:36 p.m.

City Council reconvened at 8:50 p.m.

**H. Regular Business**

**H1. Approve the prioritization strategy for projects identified as part of the transportation master plan (Staff Report #19-085-CC)**

Senior Transportation Engineer Kristiann Choy made the presentation.

- Omar Revveltas commented that “congestion management” is a vague phrase and none of the projects addresses the problem.
- Bill Baron with donated time from Steve Follmer suggested the City monitor the speed of cars on Willow Road between Middlefield Road and Gilbert Avenue. Baron commented there are low cost traffic calming measures that can be put in place immediately.
- Sandra Baron spoke about concerns of the safety on Willow Road.
- Ron Snow spoke in support of the transportation master plan (tmp) process and the public forum opportunities, but stated traffic calming measures are absent from the plan.
- Amy Robe with donated time from Sheryl Bims spoke on concerns about the changes to the City and the Belle Haven neighborhood.
- Adina Levin spoke in support of the tmp and suggested some refinements to the plan.

The City Council directed staff to place speed feedback signs on Willow Road and O’Brien Drive. City Council received clarification on the tiers and timing for projects to be completed.

**ACTION:** Motion and second (Mueller/Combs) to approve the prioritization strategy for projects identified as part of the transportation master plan, passed 4-1 (Nash dissenting).

**H2. Adopt pilot program to implement the Institute for Local Government’s public engagement framework (Staff Report #19-098-CC)**
Mayor Mueller continued this item.

H3. Direction to update City Council procedure CC-19-004 “Commissions/Committees Policies and Procedures” for the Finance and Audit Committee and appoint to new members (Staff Report #19-120-CC)

Assistant City Manager Nick Pegueros made the presentation.

Mayor Mueller announced that Peter Ohtaki removed himself as an applicant for the Finance and Audit Committee (FAC).

- Ron Shepherd with donated time from Pamela Jones spoke in support of increasing membership of the FAC, not appointing Brian Westcott and Peter Ohtaki but opening the application process. Shepherd also spoke in support of the FAC and City Council working to build a new FAC charter.
- Soody Tronson spoke in support of increased membership on the FAC and opening the recruitment up to the public.
- Lynne Bramlett was opposed to the staff report and staff presentation. Bramlett spoke in support of the FAC’s ability to make recommendations.

The City Council and two FAC members, Ron Shepherd and Soody Tronson, discussed the roles and responsibilities of the FAC, how to deliver and receive information to and from City Council, and the importance of a work plan. City Council directed staff to restart the FAC generated report to City Council, increase the membership to seven, open recruitment for the one FAC vacancy, and to prioritize the work plan.

**ACTION**: Motion and second (Combs/Carlton) to increase the Finance and Audit Committee membership to seven and appoint Brian Westcott with a term expiration of April 30, 2021, passed unanimously.

I. Informational Items

I1. City Council agenda topics: June to August 2019 (Staff Report #19-119-CC)

J. City Manager’s Report

City Manager Jerome-Robinson announced the June 11 special City Council meeting.

K. City Councilmember Reports

None.

L. Adjournment

Mayor Mueller adjourned the meeting at 12:06 a.m.

Judi A. Herren, City Clerk

These minutes were approved at the City Council meeting of July 16, 2019.
Certificate of Recognition

Presented to

Paige McGaraghan
Fifth Grader
Encinal School

for your outstanding efforts at the
Bay Area Regional Spelling Bee

Ray Mueller, Mayor
City of Menlo Park
Certificate of Recognition

Presented to

Riaan Shetty
Fourth Grader
Encinal School

for your outstanding efforts at the
Bay Area Regional Spelling Bee

Ray Mueller, Mayor
City of Menlo Park
Certificate of Recognition

Presented to

Quinn Follmer
Eighth Grader
Hillview Middle School

for your outstanding efforts at the
Bay Area Regional Spelling Bee

Ray Mueller, Mayor
City of Menlo Park
FISCAL YEAR 2019-20 PROPOSED BUDGET
City Council Public Hearing – June 4, 2019
AGENDA

- Community Engagement and Transparency
- Budget Message
- Budget and Capital Improvement Plan Overview
- Questions & Next Steps
COMMUNITY ENGAGEMENT AND TRANSPARENCY

- Goal setting – February 2
- Budget principle adoption – March 5
- Executive summary info item – May 14
- Proposed budget released – May 17
- Study session – May 21
- Public hearing – June 4
- Budget adoption – June 18
Key takeaways

- Financial continuity and stability
- Plan to reduce pension liability
- Focus on maintaining progress
BUDGET MESSAGE
DEDICATED TO CONTINUOUS IMPROVEMENT

Budget Assumptions

- City Council adopted work plan
- Development activity life cycle
- Healthy growth in property taxes; full funding of excess ERAF
- Stability in transient occupancy taxes as economy stays strong
- Service level enhancements
BUDGET OVERVIEW
BUDGET OVERVIEW

2019-20 All Funds

- $168.55 million in resources
- $171.28 million in requirements
BUDGET OVERVIEW

2019-20 All Funds

- $168.55 million in resources
- $171.28 million in requirements

- Total $2.73 million use of fund balance
BUDGET OVERVIEW

2019-20 All Funds
- $168.55 million in resources
- $171.28 million in requirements
- Total $2.73 million use of fund balance

2019-20 General Fund
- $70.04 million revenues
- $69.94 million expenditures
BUDGET OVERVIEW

2019-20 All Funds
- $168.55 million in resources
- $171.28 million in requirements
- Total $2.73 million use of fund balance

2019-20 General Fund
- $70.04 million revenues
- $69.94 million expenditures
- Total $100,000 net surplus
NEW BUDGET REQUESTS

Community enhancements

- Library staffing phase II, 3.25 FTE
- CIP staffing, 0.50 FTE provisional
- Community Services pilot project
- Contracted Bedwell Bayfront Park ranger
- Mobile Command Center
NEW BUDGET REQUESTS

Good governance initiatives
- Accelerated unfunded pension payments
- Financial transparency initiative, 1.0 FTE provisional
- Police Tasers and body cameras

Regional or regulatory initiatives
- Flood and sea level rise resiliency agency
- Peninsula bikeway
- Zero waste implementation
- Fire panel and sprinkler testing
CAPITAL IMPROVEMENT PLAN
CAPITAL IMPROVEMENT PLAN

CIP $72.32 million (84 projects)
- $48.07 million carryover appropriations
- $24.25 million new funding (34 projects)
CAPITAL IMPROVEMENT PLAN

Major Capital Projects

- Water Main replacement project
- Middle Avenue Caltrain Crossing study design and construction
- Street resurfacing
- Chrysler Pump Station improvement
GENERAL FUND
10-YEAR FORECAST

$ millions


Most likely operating revenues
Most likely operating expenditures
Most likely net revenue
Key takeaways

- Financial continuity and stability
- Plan to reduce pension liability
- Focus on maintaining progress

Next Steps

- June 18, 2019 – Budget adoption

Requests from Council

- Areas for additional explanation
THANK YOU

Nick Pegueros
Lenka Diaz
Dan Jacobson
Brandon Cortez
Justin Murphy
Nikki Nagaya
Chris Lamm
Eren Romero
Clay Curtin
Rebecca Lucky
Judi Herren
Peter Ibrahim

Kristen Middleton
Edith Weaver
Ying Chen
Mark Muenzer
Deanna Chow
Bana Divshali
John Passmann
Derek Schweigart
Adriane Lee Bird
Natalie Bonham
Todd Zeo
Natalya Jones

Sean Reinhart
Nick Szegda
Rani Singh
Dave Bertini
Tony Dixon
Rich Struckman
Dani O'Connor
Brian Henry
CAPITAL IMPROVEMENT PLAN

Unfunded CIP Needs

- Caltrain crossings at Ravenswood Avenue & Middle Avenue
- Belle Haven branch library
- Bedwell Bayfront Park master plan implementation
- Information technology master plan implementation
- Parks and Recreation master plan implementation
- Emergency operations center
DEDICATED TO CONTINUOUS IMPROVEMENT

Improvements to the budget

- Prioritization of CIP projects
- General tax revenues collected by district
- Enhanced communication
### GENERAL TAX REVENUES BY DISTRICT

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<th>District 3</th>
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<td>Hotel and business taxes</td>
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<td>0.09</td>
<td>2.02</td>
<td>3.08</td>
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<td>DISTRICT TOTAL</td>
<td>$ 8.12</td>
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<td>Share of total</td>
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<td>8.4%</td>
<td>18.3%</td>
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GENERAL FUND PROPERTY TAXES

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GENERAL FUND
SALES TAX

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<td>2019-20 proposed</td>
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GENERAL FUND
FRINGE BENEFITS

![Bar Chart: GENERAL FUND FRINGE BENEFITS]

- Retirement
- Health
- Other
GENERAL FUND TRANSFERS
DEDICATED TO CONTINUOUS IMPROVEMENT

2019 Work Plan - 5 Priority Projects

- Transportation Master Plan
- Chilco Street Improvement Project
- Middle Avenue Pedestrian and Bicycle Rail Crossing
- Heritage Tree Ordinance Update
- Belle Haven Branch Library
2019-20 City Council Priorities and Work Plan

- City Manager’s Transmittal Letter; pg XVIII

**Work Plan Projects**
- 13 projects

**Study Session Topics**
- 6 topics

**Referred to Advisory Board**
- 3 referrals

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<th>Ref #</th>
<th>Work Plan Projects</th>
<th>Lead Department</th>
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<td>1</td>
<td>2019 Top Priority: Transportation Master Plan</td>
<td>Public Works</td>
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<td>2</td>
<td>2019 Top Priority: Chilco Street Improvement Project</td>
<td>Public Works</td>
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<tr>
<td>3</td>
<td>2019 Top Priority: Middle Avenue Pedestrian and Bicycle Rail Crossing</td>
<td>Public Works</td>
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<td>4</td>
<td>2019 Top Priority: Heritage Tree Ordinance Update</td>
<td>City Manager’s Office</td>
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<td>5</td>
<td>2019 Top Priority: Belle Haven Branch Library</td>
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<td>6</td>
<td>Formation of a Transportation Management Association</td>
<td>Public Works</td>
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<td>7</td>
<td>ECR/ Downtown Specific Plan Update</td>
<td>Community Development</td>
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<td>8</td>
<td>Market Affordable Housing Preservation</td>
<td>Community Development</td>
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<td>9</td>
<td>Short-term Rental Ordinance</td>
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<td>Single-Family Residential Design Review</td>
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<td>11</td>
<td>Develop and implement near-term downtown parking and access strategies</td>
<td>Public Works</td>
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<td>12</td>
<td>Zero Waste Implementation</td>
<td>City Manager’s Office</td>
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<tr>
<td>13</td>
<td>Implement IT Master Plan (Year 2; Land Management)</td>
<td>Administrative Services</td>
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# 2019–20 OPERATING BUDGET: EXPENDITURES BY DEPARTMENT ($ MILLIONS)

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<tr>
<th>Department</th>
<th>FTEs</th>
<th>General Fund</th>
<th>Non-General Fund</th>
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<td>Community Development</td>
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<td>Library</td>
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<td>4.11</td>
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<td>Administration &amp; Support Departments</td>
<td>40</td>
<td>12.42</td>
<td>8.62</td>
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<td><strong>TOTAL</strong></td>
<td>292</td>
<td><strong>$69.94</strong></td>
<td><strong>$101.39</strong></td>
<td><strong>$171.33</strong></td>
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NEW BUDGET REQUESTS

Community enhancements
- Library staffing phase II 3.25 FTE
- CIP staffing, 0.50 FTE provisional
- Community Services pilot project
- Contracted Bedwell Bayfront Park ranger
- Mobile Command Center

Good governance initiatives
- Accelerated unfunded pension payments
- Financial transparency initiative 1.0 FTE provisional
- Police Tasers and body cameras
Regional or regulatory initiatives

- Flood and sea level rise resiliency agency
- Peninsula bikeway
- Zero waste implementation
- Fire panel and sprinkler testing
2019–20 CAPITAL IMPROVEMENT PLAN
2019–20 PROJECTS

- 33 projects totaling $23.50 million
- 56 carry-over projects
- City Council Work Plan

- Project types
  - Master plans
  - Planning/design/outreach
  - Ongoing improvements/repairs
  - Water
  - Other
2018-19 ACHIEVEMENTS

- District Elections
- New City Manager
- Willow Road/Highway 101 interchange
- Belle Haven Branch Library space needs study
- Community Response Team
- Caltrain grade separation
- Tenant relocation assistance
- Affordable housing development funding
- Joint meeting with Fire District
DEDICATED TO CONTINUOUS IMPROVEMENT

Distinguished Budget Presentation Award

PRESENTED TO
City of Menlo Park
California

Christopher P. Thoell
Executive Director / CEO
GENERAL FUND FORECAST SURPLUS/(DEFICIT)

$ millions

-2 2 4 6 8 10 12 14

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<th>Year</th>
<th>Forecast</th>
<th>Pessimistic case</th>
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<td>29-30</td>
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Most likely

Pessimistic case
### GENERAL FUND FORECAST SURPLUS/(DEFICIT)

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**Note:**
- The chart shows the forecasted surplus/deficit for the general fund from 2019-20 to 2029-30.
- The values are in millions of dollars.
- The chart includes three cases: most likely, pessimistic, and optimistic.
Next Steps
- June 18, 2019 – Budget adoption

Requests from Council
- Areas for additional explanation
HOW WILL THE TMP BE USED?

- What are we building?
- In what order?
- How will we fund it?

- Goals
  - Improve safety
  - Enhance sustainability
  - Provide mobility choices
  - Manage congestion
### RECENT PROJECT HISTORY

<table>
<thead>
<tr>
<th>Date</th>
<th>Task</th>
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</table>
| March 26, 2019  | • City Council added 4th goal  
                    • City Council referred prioritization strategy to the Oversight & Outreach Committee (OOC) |
| April 2019      | • Refined prioritization strategy  
                    • Met with OOC on April 23, 2019 |
| May 14, 2019    | • City Council Study Session on Transportation Impact Fee program update |
## PROPOSED SCORING SYSTEM

### Project Scoring System Example

<table>
<thead>
<tr>
<th>Tier</th>
<th>Project</th>
<th>Safety*</th>
<th>Congestion Management*</th>
<th>GHG Reduction/Person Throughput*</th>
<th>Transportation Sustainability*</th>
<th>School Nearby*</th>
<th>Sensitive Population</th>
<th>Green Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project A</td>
<td>●</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>●</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>1</td>
<td>Project B</td>
<td>○</td>
<td>●</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>2</td>
<td>Project C</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>●</td>
</tr>
<tr>
<td>2</td>
<td>Project D</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>2</td>
<td>Project E</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

● = Fully Met Criteria ○ = Partially Met Criteria EMPTY = Did Not Meet Criteria

*Key Criteria
RANKING OF PROJECTS
IN WHAT ORDER?

<table>
<thead>
<tr>
<th>Project Category</th>
<th>Tier 1</th>
<th>Tier 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large Infrastructure</td>
<td>8</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Complex Design</td>
<td>14</td>
<td>28</td>
<td>42</td>
</tr>
<tr>
<td>Complex Outreach</td>
<td>8</td>
<td>21</td>
<td>29</td>
</tr>
<tr>
<td>Citywide</td>
<td>12</td>
<td>11</td>
<td>23</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>42</strong></td>
<td><strong>65</strong></td>
<td><strong>107</strong></td>
</tr>
</tbody>
</table>
TIER 1 PROJECTS MAP

Funded Projects
- Route Improvement
- Spot Improvement

Tier 1 Projects
- Route Improvement
- Spot Improvement

Straightforward Projects
- Route Improvement
- Spot Improvement

Existing Bike Network
- Class I Bike Path
- Class II Bike Lane
- Class III Bike Route
- Class IV Separated Bikeway

Basemap
- City Hall
- Library
- Caltrain Station
- Future Street Connection
- School/University
- Menlo Park Destination
- Park
- City of Menlo Park
IMPLEMENTATION
HOW WILL WE FUND IT?

2018-19 CIP BUDGET

- Local Funds
- TIF/Fees
- Grants/Taxes

- Streets and Sidewalks 24%
- Transportation 15%
- All Other CIP Projects 61%

Implementation Plan adopted by Council annually
COMMITTEE FEEDBACK

- Agreed with simplified and visual rating

- Generally agreed with grouping projects into Tier 1 and Tier 2 groups

- Include clusters of high priority projects within each implementation category instead of ranking each project
## DRAFT TIER 1 TOP PROJECT CLUSTERS

<table>
<thead>
<tr>
<th>Large Infrastructure</th>
<th>Complex Design</th>
<th>Complex Outreach</th>
<th>Citywide</th>
</tr>
</thead>
<tbody>
<tr>
<td>#8: Bayfront Exp and Willow Rd</td>
<td>#65: Middlefield &amp; Linfield Dr-Santa Monica Ave</td>
<td>#74: Ravenswood Av &amp; Laurel St</td>
<td>#176: Willow Road Relinquishment</td>
</tr>
<tr>
<td>#1: Haven Av from Marsh Rd to Haven Ct</td>
<td>#63: Middlefield &amp; Ravenswood</td>
<td>#61: Coleman Ave from Ringwood to Willow Rd</td>
<td>#157: Enhanced Bicycle and Pedestrian Detection</td>
</tr>
<tr>
<td>#81: Middle Ave Caltrain Crossing</td>
<td>#59: The Willows</td>
<td>#118: Middle Ave from University Dr to Olive St</td>
<td>#154: Prepare Citywide Bicycle Map</td>
</tr>
<tr>
<td>#47: Willow Rd &amp; Middlefield Rd</td>
<td>#39: Willow Rd &amp; Ivy Dr</td>
<td>#129: Olive St from Oak Ave to Santa Cruz Ave</td>
<td>#167: Establish Shared Mobility Program</td>
</tr>
</tbody>
</table>
## NEXT STEPS - SCHEDULE

<table>
<thead>
<tr>
<th>Schedule</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 4, 2019</td>
<td>City Council approval of prioritization strategy</td>
</tr>
<tr>
<td>August/September 2019</td>
<td>Community workshop and online open house</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>City Council adoption of Fee Program update</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>Committee meeting #9 &amp; Complete Streets Commission review draft</td>
</tr>
<tr>
<td></td>
<td>Transportation Master Plan</td>
</tr>
<tr>
<td>Early 2020</td>
<td>City Council review and adoption of Transportation Master Plan</td>
</tr>
</tbody>
</table>
CITY COUNCIL ACTION REQUESTED

- Approve the prioritization strategy
THANK YOU
BACKGROUND

General Plan

Circulation Element

Transportation Master Plan
## PROJECT HISTORY

<table>
<thead>
<tr>
<th>Date</th>
<th>Task</th>
</tr>
</thead>
</table>
| January-August 2017         | • Project Initiation  
                            | • Select W-Trans consultant team  
                            | • City Council appoints 11-member Outreach & Oversight Committee (OOC) |
| August 2017-February 2018   | • Transportation Data Summary  
                            | • Community Engagement: Vision & Goals  
                            | • 1st OOC meeting  
                            | • Draft Strategies & Recommendations Working Paper |
| February 2018 to present    | • Solicit feedback from OOC (6 meetings) and Complete Streets Commission (2 meetings)  
                            | • Prioritization |
TRANSPORTATION MASTER PLAN

GOALS

▪ Safety
  Vision Zero – Eliminate traffic fatalities and reduce the number of non-fatal collisions by 50% by 2040. (Policy CIRC-1.1)

▪ Sustainability
  Enable the City to meet the goals of the current and future Climate Action Plan, including a 27% greenhouse gas emission reduction

▪ Mobility Choice
  Design transportation projects to accommodate all modes and people of all abilities. Encourage the use of lower emission modes such as walking, biking and transit. (Policy CIRC-2.1 & 4.1)

▪ Congestion Management
  Manage traffic congestion to reduce travel time on city streets and minimize cut-through traffic on neighborhood streets, including the encouragement of the use of lower emission modes such as walking, biking, transit, and prioritizing the safety of children, seniors, and the public. (Policy CIRC-2.5 & 2.6)
TMP PROJECT CATEGORIES

- **Large Infrastructure**
  Projects that require more design and outreach and cost more than $1 million

- **Complex Outreach**
  Projects that require more outreach due to on-street parking removal

- **Complex Design**
  Projects that require more design, but cost less than $1 million

- **Straight Forward**
  Projects that are easy to implement and lower in costs

- **Regional**
  Projects where the City would not be the Lead Agency
PRIORITIZATION CRITERIA

- **Safety**
  Projects that improve safety and close gaps in the pedestrian and bicycle network. The safety benefit of each project was assessed based on location-specific collision history and safety countermeasures approved by the Federal Highway Administration.

- **Congestion Management**
  Projects that manage congestion and minimize cut-through traffic. These projects were evaluated based on the anticipated magnitude of benefit to residents and drivers in Menlo Park. Where data was readily available, the magnitude of benefit was estimated. Congestion management projects include roadway geometry changes, traffic signal modifications, signalization of existing unsignalized intersections, grade separation at railway crossings, and grade separation of highways and intersections.

- **Greenhouse Gas Reduction & Person Throughput**
  Projects that promote fewer emissions and help to achieve the City’s Climate Action Plan goals. The projects were evaluated based on the anticipated reduction in vehicle miles traveled with respect to mode shift away from single occupant vehicle trips made within Menlo Park.
PRIORITIZATION CRITERIA

- **Transportation Sustainability**
  Projects that promote the use of bicycles, pedestrian, and public transit modes. Additional consideration was given to projects that promote multiple modes and non-single occupant vehicle travel.

- **School Nearby**
  Projects that improve access and accommodate all travel modes to and from a school. Projects near schools were evaluated based on their relative benefit of improving access to schools in conjunction with their proximity to campuses throughout Menlo Park.

- **Sensitive Population**
  Projects located near daycares or senior centers, and within a Community of Concern, as defined by the Metropolitan Transportation Commission.

- **Green Stormwater Infrastructure**
  Projects that provide ways to incorporate green stormwater infrastructure. The projects were assessed on the anticipated level of opportunity to incorporate green infrastructure when feasible into existing and new transportation infrastructure projects.
Policy CIRC-1.6 - Emergency Response Routes. Identify and prioritize emergency response routes in the citywide circulation system.
TRAFFIC CALMING DEVICES
CONNECTMENLO
GENERAL PLAN CONTEXT

Guiding Principles
- Citywide equity
- Healthy community
- Competitive and innovative business destination

Goals
- Corporate contribution
- Youth support and excellence
- Great transportation options

Policies
- Complete neighborhoods and commercial corridors
- Accessible open space and recreation
- Sustainable environmental planning

Programs
CONNECTMENLO CIRCULATION ELEMENT CONTEXT

1. Complete Streets
2. Safety
3. Health and wellness
4. Sustainability
5. Transit
6. Parking
7. Transportation demand management
- 2.C: Develop Transportation Master Plan
- 6.C: Update Fee program
- 1.B: Develop Safe Routes to School programs
- 1.E: Adopt emergency response routes
- 5.5: Work with agencies to reactivate transit on the Dumbarton corridor
- 2.6: Discourage use of city streets as alternatives to state highways
SCOPE CHANGES

- Prior Process - Sequential
  - Finalize project list
  - Prioritize projects in TMP
  - Adopt TMP
  - Update Fee Program

- Proposed Process - Parallel
  - Use draft project list to start Fee Update
  - Continue to finalize project list and prioritize projects in TMP
  - Adopt Fee Update
  - Adopt TMP
PRIORITIZATION CRITERIA

Cost
- $: Less than $100,000
- $$: $100,000 - $1,000,000
- $$$: $1,000,000 - $3,000,000
- PP: Partner Projects
- F: Funded

Ease of implementation
- May be accomplished during routine pavement maintenance or City-guided program
- May be eligible for grant funding
- Significant community support

Sensitive populations
- Proximity to daycares, senior centers, and communities of concern

Transportation sustainability
- Meets City’s goals and policies for mobility choices and health & wellness

Safety
- Could improve safety conditions

School nearby
- K-12 school located with ½ mile radius

Congestion relief
- Short-Term
- Long-Term
- Circulation Patterns

GHG reduction / person throughput
- Moves people out of SOV and into transit, carpools, shuttles, etc.
- Meets City’s GHG goal

Green infrastructure
- Reduces impervious surface or increases pervious surface; stormwater treatment
Strategies and Recommendations Working Paper

- Prioritization Criteria
- Prioritization Criteria Memo
- Connect Menlo Goals
- Needs Assessments
- Walk Audits
- Community Input
- Data Analysis
- Public Engagement
- OOC
- Transportation Background Memo
- Plans
- EIRs
- Initiatives

Project List and OOC Meetings
PROJECT LIST REFINEMENT

OOC Meetings

North
Central
South

Feedback Loop

Updated Project List

Additional Analysis
Public Input
Staff
OOC
PROJECTS SCORED BASED ON PRIORITIZATION CRITERIA AND GOALS

Updated Project List

Prioritization Criteria

Implementation Timing/Cost Groups

TMP Goals

Ranked Implementation Groups

Rank

Review

Revise
PROJECTS PRIORITIZED BASED ON TOTAL SCORE AND TIMEFRAME

- **Low Priority**
  - Short-Term
  - Medium-Term
  - Long-Term

- **Medium Priority**
  - Short-Term
  - Medium-Term
  - Long-Term

- **High Priority**
  - Short-Term
  - Medium-Term
  - Long-Term
## CURRENT FEE PROGRAM EXAMPLE

<table>
<thead>
<tr>
<th>Cost of improvements</th>
<th>Allocate to new development</th>
<th>Determine fee by use</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Identify Improvements</td>
<td>• Determine future growth</td>
<td>• E.g., by housing unit or square foot of office space</td>
</tr>
<tr>
<td>• Determine total cost of needed infrastructure</td>
<td>• Divide into portion that benefits</td>
<td>• Can lower or waive fees to incentivize certain uses</td>
</tr>
<tr>
<td>$40M</td>
<td>• New <strong>25%</strong> development</td>
<td><strong>$3250 per home</strong></td>
</tr>
<tr>
<td></td>
<td>• Existing users <strong>75%</strong></td>
<td><strong>$4.80 / sf office</strong></td>
</tr>
</tbody>
</table>

E.g., by housing unit or square foot of office space
## IMPROVEMENT TYPES

<table>
<thead>
<tr>
<th>Type of Improvement</th>
<th># of Projects</th>
<th>% of Total Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bicycle</td>
<td>89</td>
<td>50%</td>
</tr>
<tr>
<td>Pedestrian</td>
<td>93</td>
<td>53%</td>
</tr>
<tr>
<td>Intersection</td>
<td>51</td>
<td>29%</td>
</tr>
<tr>
<td>Corridor</td>
<td>22</td>
<td>12%</td>
</tr>
<tr>
<td>Transit</td>
<td>7</td>
<td>4%</td>
</tr>
<tr>
<td>Multimodal (project involving more than one of the above)</td>
<td>58</td>
<td>33%</td>
</tr>
</tbody>
</table>
PILOT PUBLIC ENGAGEMENT PROGRAM
Nick Pegueros, Assistant City Manager
CITY COUNCIL DIRECTION REQUESTED

- Adopt the Institute for Local Government’s (ILG) public engagement framework – “TIERS”
  - Local minimum wage ordinance
  - Branch library feasibility study
  - Commission/Committee (Advisory body) handbook overhaul

- Authorize dedicated staff (no new FTEs)
WHAT IS PUBLIC ENGAGEMENT?

Civic Engagement

Residents involving themselves in the civic and political life of their community. Ex. Little League coach, community garden, PTA, etc.

Public Information/Outreach

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

Public Engagement

This is a general term we are using for a broad range of methods through which members of the public become more informed about and/or influence public decisions.
WHY ENGAGE THE PUBLIC?

- Better identification of the public’s values, ideas and recommendations
- More informed residents - about issues and about local agencies
- Improved local agency decision-making and actions, with better impacts and outcomes
- More community buy-in and support, with less contentiousness
- Faster project implementation with less need to revisit
- More trust - in each other and in local government
TIERS LEARNING LAB
ILG TIERS LEARNING LAB OBJECTIVES

Training Objectives

- Learn a step-by-step framework and practical tools you can use to effectively engage residents
- Apply the TIERS process to your specific public engagement project
- Discuss strategies to overcome a variety of barriers and challenges
- Receive customized coaching and technical assistance from ILG staff
- Connect with others in your region to share real-world case studies and provide mutual support for successful public engagement work
Shaping the Future Together:  
A Guide to Practical Public Engagement for Local Government

**TIERS FRAMEWORK**

**THINK**
- Self Assessment
- Consider PE Approach
- Contemplate Community Landscape

**INITIATE**
- Draft PE Approach
- Develop Outreach Plan
- Reality Check

**ENGAGE**
- Implement PE Approach
- Implement Outreach Plan
- Reality Check

**REVIEW**
- Evaluate PE Approach
- Evaluate Outreach Plan
- What Barriers Did You Overcome?

**SHIFT**
- Internal Organizational
- External
- Policy Change

www.ca-ilg/TIERS
© 2017 Institute for Local Government
**IAP 2 SPECTRUM OF PUBLIC PARTICIPATION**

<table>
<thead>
<tr>
<th>Increasing Level of Public Impact on the Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inform</strong></td>
</tr>
<tr>
<td>To provide the public with balanced and</td>
</tr>
<tr>
<td>objective information to assist them in</td>
</tr>
<tr>
<td>understanding the problem, alternatives,</td>
</tr>
<tr>
<td>opportunities and/or decisions.</td>
</tr>
<tr>
<td><strong>Consult</strong></td>
</tr>
<tr>
<td>To obtain public feedback on analysis,</td>
</tr>
<tr>
<td>alternatives and/or decisions.</td>
</tr>
<tr>
<td><strong>Involve</strong></td>
</tr>
<tr>
<td>To work directly with the public throughout</td>
</tr>
<tr>
<td>the process to ensure that public concerns and</td>
</tr>
<tr>
<td>aspirations are consistently understood and</td>
</tr>
<tr>
<td>considered.</td>
</tr>
<tr>
<td><strong>Collaborate</strong></td>
</tr>
<tr>
<td>To partner with the public in each aspect of</td>
</tr>
<tr>
<td>the decision including the development of</td>
</tr>
<tr>
<td>alternatives and the identification of the</td>
</tr>
<tr>
<td>preferred solution.</td>
</tr>
<tr>
<td><strong>Empower</strong></td>
</tr>
<tr>
<td>To place final decision-making in the hands of</td>
</tr>
<tr>
<td>the public.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Promise to the public</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>We will keep you informed.</strong></td>
</tr>
<tr>
<td>We will keep you informed, listen to and</td>
</tr>
<tr>
<td>acknowledge concerns and aspirations, and</td>
</tr>
<tr>
<td>provide feedback on how public input</td>
</tr>
<tr>
<td>influenced the decision.</td>
</tr>
<tr>
<td><strong>We will work with you to ensure that</strong></td>
</tr>
<tr>
<td>your concerns and aspirations are directly</td>
</tr>
<tr>
<td>reflected in the alternatives developed and</td>
</tr>
<tr>
<td>provide feedback on how public input</td>
</tr>
<tr>
<td>influenced the decision.</td>
</tr>
<tr>
<td><strong>We will look to you for advice and</strong></td>
</tr>
<tr>
<td>innovation in formulating solutions and</td>
</tr>
<tr>
<td>incorporate your advice and recommendations</td>
</tr>
<tr>
<td>into the decisions to the maximum extent</td>
</tr>
<tr>
<td>possible.</td>
</tr>
<tr>
<td><strong>We will implement what you decide.</strong></td>
</tr>
</tbody>
</table>

**Public participation goal**

- To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or decisions.

**Promise to the public**

- We will keep you informed.
- We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
- We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
- We will implement what you decide.
TIERS EXAMPLE STEP-BY-STEP

**THINK**

Step 1: Self-Assessment
- Public engagement project assessment
  - Quick Assessment (1-4 hours)
  - Deeper Assessment (8 hours - 6 weeks)
  - Template provided
- Agency assessment
  - Davenport Institute’s “How are WE Doing?” assessment tool

**INITIATE**

Step 1: Draft Public Engagement Approach
- Choose a mix of in-person and online activities
  - Consider the timeline, budget, staff time implications (your department and other departments as applicable)
  - Who will facilitate events? How will data gathered be input, analyzed, summarized?
  - What might go wrong? How might your approach mitigate for challenges?
- Template provided
## ILG Examples of Public Engagement Approaches

<table>
<thead>
<tr>
<th>Low</th>
<th>Low to Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>One public meeting</td>
<td>Three “coffee” meetings with</td>
</tr>
<tr>
<td>(and meeting design</td>
<td>community leaders</td>
</tr>
<tr>
<td>elements to make the</td>
<td>• Ask for design team participation</td>
</tr>
<tr>
<td>meeting productive)</td>
<td>in two calls</td>
</tr>
<tr>
<td>• Have people sit at</td>
<td>Three workshops</td>
</tr>
<tr>
<td>round tables rather</td>
<td>Online survey</td>
</tr>
<tr>
<td>than rows</td>
<td>• Have paper version as well</td>
</tr>
<tr>
<td>• Have “softball”</td>
<td>Go to CBO meetings</td>
</tr>
<tr>
<td>question to start</td>
<td>• Goal: two per month for ____</td>
</tr>
<tr>
<td>the meeting</td>
<td>months. Make short presentation</td>
</tr>
<tr>
<td>(what do you like</td>
<td>and gather feedback</td>
</tr>
<tr>
<td>about living in</td>
<td></td>
</tr>
<tr>
<td>x?)</td>
<td></td>
</tr>
<tr>
<td>• Bring microphone</td>
<td></td>
</tr>
<tr>
<td>to people</td>
<td></td>
</tr>
<tr>
<td>• Ask for comments</td>
<td></td>
</tr>
<tr>
<td>or opinion instead</td>
<td></td>
</tr>
<tr>
<td>of asking questions</td>
<td></td>
</tr>
<tr>
<td>• Have 3x5 cards on</td>
<td></td>
</tr>
<tr>
<td>the table</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Medium to High</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1</td>
<td>Prep meetings</td>
</tr>
<tr>
<td>• Four to eight</td>
<td>• Four coffee meetings with target</td>
</tr>
<tr>
<td>coffee meetings</td>
<td></td>
</tr>
</tbody>
</table>

**Info on the website**

---
PILLAR 1 “THINK” – TAKEAWAYS

- Goals for your public engagement effort should be clear
- Clarity on project timeline, budget (if any), staff time needs is critical for success
- Relationships with community based organizations or community leaders are necessary
CITY COUNCIL ROLE

- Pilot program
  - Adopt TIERS framework & dedicate staff
  - Approve public engagement plans
    - Establish IAP2 Spectrum of Public Participation: Inform / Consult / Involve / Collaborate / Empower
    - Budget scarce resources
    - Set expectations

- Budget for technology investment
  - Budget and financial transparency systems
  - Website, public records, open data platforms
  - Geographic Information Systems (GIS)
PUBLIC ENGAGEMENT MANAGER ROLE

- 1.0 vacant staff position approved as part of the Library System Improvement Project
- Example duties:
  - Develop and maintain centralized database of potential stakeholders
  - Build relationships with stakeholders
  - Participate in the selection of public transparency tools
  - Assist department in application of TIERS framework
  - Oversee consistent application of adopted public engagement plans
  - Coordinate media and outreach efforts
  - Facilitate engagement activities
  - Conduct “reality checks”
NEXT STEPS

- Immediately apply TIERS public engagement framework on:
  - Local minimum wage ordinance
  - Branch library feasibility study
  - Commission/Committee (Advisory body) handbook overhaul

- Dedicate staff

- Begin budget and financial transparency technology assessments
  - Best of breed
  - Piggyback contract
  - New budget software for 2020-21
THANK YOU