



**Town of Atherton
City Council Retreat on April 25, 2017**

Management
Partners



Table of Contents

Retreat Report	1
Retreat Objectives and Agenda	1
FY 2015 – 2017 Council Goals and Strategies: A Look Back	2
FY 2017 – 2019 Council Goals and Strategies: A Look Ahead	3
<i>Top Priorities</i>	4
Wrap up	5
Attachment A: 2015-2017 Goals Discussion Handout.....	6
Attachment B: Discussion Topics	11

Retreat Report

The Atherton City Council held a Special Meeting on April 25, 2017 at the Main House, Holbrook-Palmer Park, Atherton. The retreat was an opportunity for Council members to review and discuss the accomplishments and progress made on Council goals and priorities established in 2015 and identify top rated priorities for the next two years.

Nancy Hetrick of Management Partners facilitated the retreat.

Retreat Objectives and Agenda

Objectives

- Review goals and priorities from past two year and recognize the key accomplishments.
- Affirm continuing items.
- Discuss and seek consensus on the council's priorities for the next two years.

Agenda

- Call to Order/Welcome by the Mayor
- Public Comment
- Agenda and Process Review
- FY 2015 – 2017 Council Goals and Strategies: A Look Back
- FY 2017-2019 Council Priorities Discussion: Looking Ahead
- Wrap up and Next Steps

Workshop Ground Rules

At the start of the workshop, Council members affirmed workshop ground rules. They included:

- Seek consensus
- Everyone listens to each other, with respect and inquiry
- Disagree agreeably
- Focus on issues not the person
- Assume good intent

Workshop Participants

- Michael Lempres, Mayor
- Cary Wiest, Vice-Mayor
- Rick DeGolia, Council Member
- Elizabeth Lewis, Council Member
- Bill Widmer, Council member
- George Rodericks, City Manager
- Theresa DellaSanta, Assistant to the City Manager/City Clerk

FY 2015 – 2017 Council Goals and Strategies: A Look Back

In 2015 the Council established six goals and established top priorities for each one. The goals include:

The Council's for the Town of Atherton are to:

- A. Maintain fiscal responsibility
- B. Preserve small town character and quality of life
- C. Create a Town Center/Library
- D. Manage circulation and improve safety
- E. Strengthen community engagement and transparency
- F. Be a forward-thinking, well-managed and well-planned city

As preparation for this retreat, the City Manager and members of the Executive Team prepared a summary report on the status of Council priorities. The report was distributed to Council members and reviewed by the City Manager. It summarized accomplishments and continuing items by goal and is included as Attachment A to this report.

Council members were asked if they had anything to add or take-aways from the set of accomplishments.

Discussion themes

- Council is proud of the progress achieved on the Town Center Project
- The Town's has a positive relationship with the press and staff demonstrate openness and approachability
- There have been positive changes to the organization and service delivery
- There are notable increases in the level transparency and sharing of information, including use of the following tools and platforms: Peak Democracy, Opengov, Facebook, Twitter, Next Door, Town website, email and written correspondence and publications.
 - This is a good thing, but there remains an inherent challenge when situations may change or need to be updated. When this

occurs it is critical to be clear about what has changed and why. This additional effort contributes to increased levels of confidence and trust on the part of residents (and Council members)

- Council expressed a desire for increased community engagement that solicits input from residents on issues and topics affecting the Town. Town events (i.e., Earth Day, National Night Out and the Art reception) present opportunities for this engagement.
- Reinvestment in the Town's infrastructure can be seen in the completion of circulation improvements and the major rehabilitation project on Marsh Road to address drainage issues.
- Appreciation for the progress made on the Town's comprehensive Master Plans.
- There remain opportunities for continuing education

FY 2017 – 2019 Council Goals and Strategies: A Look Ahead

Next the discussion turned to looking ahead to identify Council priorities for the next two years. Council members affirmed the set of broad goal areas identified in 2015 and discussed new items and whether continuing items remain a priority. The discussion centered on the following four areas:

- Capital Investment/Assets
- Quality of Life Issues
- City Operations
- Continuing Items

The discussion handout that lists areas of interest organized by category is included as Attachment B.

Discussion themes

- Capital Investment/Assets
 - Funding the maintenance and improvement of Town assets (the CIP - drainage, parks, streets/roads, bridges, etc.)
 - Continued identification and tackling of issues in the Town's public right-of-way
 - Progress on bringing fiber to the community
 - Implementation of the Town's bicycle and pedestrian master plan
- Quality of Life Issues
 - Traffic and circulation

- Mitigation and next steps to address/confront regional project impacts
- Movement on the Town's Quiet Zone and the opportunity for Quad Gates at Watkins
- Construction activity in Town
- Air BnB rentals and their impact on local neighborhoods
- City Operations
 - Contribution levels toward long-term obligations related to pension and OPEB liabilities
 - Ensuring adequate revenue sources and options
 - Continuing look at the fire services fiscal review
 - Enhancing the Town's use of technology tools for transparency and engagement
 - Developing a savings plan for future building assets at Town Hall as well as the Park
 - Identification of opportunities for the Library Fund once the new Library is complete
 - Regional collaboration opportunities
 - Expansion of the Town's community engagement opportunities
 - Continuing the Town's positive relationship with the press, the general openness and approachability of the organization and staff
 - Continuing focus on the attraction and retention of quality staff and ensuring that staff have adequate training and resources to meet the changing needs of the community
 - Options to ensure that there are adequate resources in the Park to meet the needs of the community and how to fund those needs via venue charges and user fees.

Top Priorities

1. Completion of the Town Center and Library (#1 priority)
2. Addressing regional impacts of outside development, especially as relates to traffic
3. Maintaining fiscal control and transparency (including updating the business license tax and seeking a parcel tax extension)
4. Community engagement

Additional priorities included:

- Addressing staffing needs
- Bicycle lane improvements

- Implementation of the Town's Master Plans (drainage, park, civic center, and bicycle/pedestrian plans)
- Partnering with the schools to perform an "active shooter" exercise
- Being to plan for the Town's 100's anniversary (2023)

Wrap up

Council members expressed satisfaction with the direction of the City and support for continuing on the path forward.

Attachment A: 2015-2017 Goals Discussion Handout

City Council Goals and Priorities April 2017

FY 2015-17 Council Goals

Goal A: Maintain Fiscal Responsibility – *Maintain a Balanced Budget with Adequate Reserves; Increase and Maintain Transparency*

Goal B: Preserve Small Town Character and Quality of Life – *Maintain focus to identify initiatives to mitigate impacts of regional growth*

Goal C: Create a Town Center/Library – *Ensure development of Town Center/Library is informed by outreach*

Goal D: Manage Circulation and Improve Safety – *Provide stewardship and leadership to maintain mobility and improve accessibility and safety for bicycles and pedestrians*

Goal E: Strengthen Community Engagement and Transparency – *Pursue opportunities for increased engagement and public outreach*

Goal F: Be a Forward-Thinking, Well-Managed, Well-Planned City – *Increase and maintain fiscal transparency*

FY 2015-17 Accomplishments

Council Goal/Strategies	Key Accomplishments	Comments
Goal A: Maintain Fiscal Responsibility		
Establish contribution levels (OPEB and PERS)	<ul style="list-style-type: none"> Established contribution levels 	Monitoring remains an ongoing priority
Ensure adequate revenue sources and explore options	<ul style="list-style-type: none"> Initiated research of business license fee models Laid groundwork to seek parcel tax extension to complete master plans (Nov 2017) 	
Perform a cost-benefit analysis of fire services	<ul style="list-style-type: none"> Issued RFP and received proposals for assessment 	Need to determine next steps (go/no go)

Fund maintenance of existing assets	<ul style="list-style-type: none"> • Council approved budget to address maintenance requirements in CIP 	
Goal B: Preserve Small Town Character and Quality of Life		
Review and implement Drainage Master Plan	<ul style="list-style-type: none"> • Updated drainage master plan (2015) • Performed rehabilitation project to Marsh Road Channel (completed 2016) • Performed rehabilitation of the Belbrook Channel crossing (completed 2016) • Began design of drainage improvements at Euclid, Polhemus, Camino al Lago, Parker/Euclid Channel, Stockbridge Ave and the upper Atherton Channel 	
Implement Park Use Master Plan	<ul style="list-style-type: none"> • Finalized Park Use Master Plan 	
Identify and address code enforcement issues in Public Right-of-Way	<ul style="list-style-type: none"> • Hired a code enforcement officer 	
Goal C: Create a Town Center/Library		
Execute Town Center Master Plan	<ul style="list-style-type: none"> • Completed design development plans and began construction documents • Collected funds from Atherton Now 	
Work with Atherton Fiber to install fiber throughout Town	<ul style="list-style-type: none"> • Identified private sector provider for gigabyte fiber system (Atherton Fiber) 	
Goal D: Manage Circulation and Improve Safety		
Address traffic and safety issues especially on ECR, Middlefield Rd. and near schools	<ul style="list-style-type: none"> • Completed Complete Streets Intersection Design Plans • Purchased and installed a hybrid pedestrian beacon at ECR and Almendral Ave. (Completed 2016) • Retained contractor to begin work for Middlefield and Oak Grove 	

	<ul style="list-style-type: none"> • Installed "Sharrows" and bike signs throughout Town • Began design of vehicle and pedestrian circulation improvements at Holbrook-Palmer Park (2016) 	
Implement Bike and Pedestrian Master Plan	<ul style="list-style-type: none"> • Completed "first steps" of Bike/Pedestrian Master Plan by installing class 3 bicycle routes throughout town (2016) 	
Improve safety of Caltrain crossings	<ul style="list-style-type: none"> • Implemented quiet zones (requires certain safety requirements) 	
Goal E: Strengthen Community Engagement and Transparency		
Enhance the Town's use of transparency tools	<ul style="list-style-type: none"> • Peak Democracy • OpenGov 	
Hold community events that celebrate community involvement	<ul style="list-style-type: none"> • Held Town and Gown Event and National Night Out • Developed Excellence Awards Program 	These events are held annually.
Goal F: Be a Forward-Thinking, Well-Managed, Well-Planned City		
Adopt a practice of holding an annual Council workshop	<ul style="list-style-type: none"> • Held annual council workshops – alternating goals session and team building 	

FY 2015-17 Continuing Items

Council Goal/Strategies	Continuing Action Items	Comments
Goal A: Maintain Fiscal Responsibility		
Monitor OPEB and PERs costs	<ul style="list-style-type: none"> • Monitor and maintain transparency 	Relates to Council priority to establish contribution levels

Develop a savings plan for maintenance of future facilities	<ul style="list-style-type: none"> • Civic center facilities savings plan for maintenance 	Requires information regarding new facilities (Focus has been on civic center design and funding)
Ensure adequate revenue sources and explore options	<ul style="list-style-type: none"> • Research and pursue option of benefit districts • Update business license fees • Seek parcel tax extension 	
Perform a cost-benefit analysis of fire services and identify opportunities for improvement	<ul style="list-style-type: none"> • 	Need to go/no go and “what’s next”
Goal B: Preserve Small Town Character and Quality of Life		
Update the Town's General Plan to align with community priorities	<ul style="list-style-type: none"> • <i>Confirm this remains a priority</i> 	
Work with neighboring communities to address regional development impacts (address traffic impacts)	<ul style="list-style-type: none"> • Determine frequency and composition of joint meetings (quarterly?) 	Remains a challenge to provide input on major regional projects in advance of implementation
Implement Drainage Master Plan	<ul style="list-style-type: none"> • Complete construction of improvements at Euclid, Polhemus, Camino al Lago, and Stockbridge Aves. • Complete design on larger projects at Parker/ Euclid Channel and Upper Atherton Channel 	
Implement Park Use Master Plan	<ul style="list-style-type: none"> • 	
Maintain a proactive Police Department (PD) with strong focus on traffic safety and enforcement	<ul style="list-style-type: none"> • Bring new Police chief on board; introduce to community 	
Goal C: Create a Town Center/Library		

Execute Town Center Master Plan	<ul style="list-style-type: none"> • Seek passage of Measure A • Complete construction documents, bidding and hire General Contractor to begin work 	
Identify expenditure priorities for library funds	<ul style="list-style-type: none"> • 	Pending construction
Goal D: Manage Circulation and Improve Safety		
Address traffic and safety issues especially on ECR, Middlefield Rd. and near schools	<ul style="list-style-type: none"> • Complete intersection improvements • Begin work on Class II Bike lanes on Middlefield Rd • Address traffic and safety issues, especially on El Camino Real, Middlefield Road, and near schools 	Includes implementation of Bike/Pedestrian Master Plan
Improve safety of Caltrain crossings	<ul style="list-style-type: none"> • 	Identify and address ongoing concerns about safety at crossings (Watkins and Fair Oaks) – <i>see discussion topics</i>
Goal E: Strengthen Community Engagement and Transparency		
Explore opportunities to develop performance metrics and report to the community	<ul style="list-style-type: none"> • <i>Confirm this remains a priority</i> 	
Hold community events that celebrate community involvement	<ul style="list-style-type: none"> • Update events list for 17/18 as desired; budget accordingly 	
Enhance the Town’s use of transparency tools	<ul style="list-style-type: none"> • Atherton website redesign - more user friendly, more transparent 	
Goal F: Be a Forward-Thinking, Well-Managed, Well-Planned City		
Enhance collaboration and partnerships with regional agencies	<ul style="list-style-type: none"> • Enhance collaboration and partnerships with regional agencies such as NCRIC, San Mateo County Training Managers’ Association, County Commanders Group, Gang Task Force, and South County Major Accident Investigation Team 	On-going effort

Attachment B: Discussion Topics

Summary of Priorities identified by Council Members

DISCUSSION TOPICS

Capital Investment/Assets

1. **Civic Center (all 5 mentioned as the top priority)**
2. **Master Plan implementation (4 mentioned)**
 - a. Drainage Master Plan (3 mentioned)
 - District assessment based on need?
 - Assess town's responsibility vs. private ownership
 - Prioritize based on available resources
 - b. Bike/Pedestrian Master Plan (2 mentioned)
 - Bike lanes on Middlefield
 - c. Park Use Master plan
 - Holbrook-Palmer Park use

Quality of Life Issues

1. **Transportation/Circulation (3 mentioned)**
 - Safety on El Camino (Selby Lane crossing) - Address safety concerns
 - Cut-through traffic – Neighborhood Traffic Management Plan
 - Address regional development impacts (figure out a better way to engage with neighbors and mitigate impacts; develop a plan)
2. **High Speed Rail /Caltrain (3 mentioned)**
 - Quiet zone solutions
3. Police stabilization and community presence (2 mentioned)
4. Air B&B (2 mentioned)
5. Sustainability in general

City Operations (Resources; Staffing)

1. **Internal staffing changes and capacity (3 mentioned)**
 - Police Chief transition

- Public Works Director retirement
- ATCM maternity leave
- 2. Fire District (3 mentioned)**
 - Go/no go with assessment of financial services
- 3. Revenue options (2 mentioned)
 - a. Business license tax modernization
 - b. Parcel tax extension
 - c. Benefit assessment districts
 - d. Franchise Tax for Trash JPA
 - Assess residential vs. commercial rates
- 4. Be prudent with resources (2 mentioned)
 - Stay on top of OPEB/CalPERS impacts
 - Establish funding priorities
 - CIP – utilize a 5 year outlook (long-view)
- 5. Services provider contract review and bid process
 - Encourage competition

Continuing Items Not Listed Above (affirm/remove)

1. **Develop a savings plan for maintenance of future facilities**
(Maintain Fiscal Responsibility)
2. **Update the Town's General Plan to align with community priorities**
(Preserve Small Town Character and Quality of Life)
3. **Identify expenditure priorities for library funds**
(Create a Town Center/Library)
4. **Explore opportunities to develop performance metrics and report to the community**
(Strengthen Community Engagement and Transparency)
5. **Enhance the Town's use of transparency (Atherton website redesign)**
(Strengthen Community Engagement and Transparency)
6. **Hold community events that celebrate community involvement**
(Strengthen Community Engagement and Transparency)
7. **Enhance collaboration and partnerships with regional agencies**
(Be a forward-thinking, well-managed, well-planned city)