



SPECIAL AND REGULAR MEETING MINUTES

Date: 4/14/2026
Time: 5:30 p.m.
Locations: Teleconference and
City Council Chambers
751 Laurel St., Menlo Park, CA 94025

Special Session

A. Call To Order

Mayor Nash called the meeting to order at 5:31 p.m.

B. Roll Call

Present: Combs (remote – Brown Act, arrived at 5:42 p.m., exited at 6:42 p.m., arrived at 7 p.m.), Nash, Schmidt, Taylor, Wise

Absent: None

Staff: City Manager Justin Murphy, Assistant City Manager Stephen Stolte (arrived at 6:35 p.m.), City Attorney Nira Doherty, Assistant to the City Manager/ City Clerk Judi A. Herren

C. Closed Session

- C1. Conference with labor negotiators
Government Code Section 54957.6
Labor negotiations with American Federation of State, County and Municipal Employees Local 829, Service Employees International Local 521, and Service Employees International Union Local 521 – Temporary Employees Unit

Agency designated representatives: City Manager Justin I.C. Murphy, Assistant City Manager Stephen Stolte, City Attorney Nira Doherty, Administrative Services Director Brittany Mello, Extra Help Retired Annuitant – Human Resources Director Sue Rush, Legal Counsel Charles Sakai

Regular Session

D. Call To Order

Mayor Nash recalled the meeting to order at 6:42 p.m.

E. Report from Closed Session

No reportable actions.

F. Agenda Review

None.

G. Public Comment

- Marjory Ruiz Hidalgo spoke on a non-emergency safety reporting application for PG&E.
- Joaquin Jimenez spoke on their candidacy for San Mateo County Supervisor of District 3.
- Mukta Dhanuka spoke on the need for habitability compliance for renters (Attachment).
- Gerald Moreno spoke on safety concerns from bushes encroaching on sidewalks.

H. Presentations and Proclamations

H1. Proclamation: Arbor Day (Attachment)

Mayor Nash introduced the proclamation.

Senior Patrol Leader, Scouting America Troop 109 Evan Chamness accepted the proclamation (Attachment).

H2. Proclamation: Earth Day (Attachment)

Mayor Nash introduced the proclamation.

Founder and Director of Carbon Cutout Nicole Angiel accepted the proclamation (Attachment).

H3. Proclamation: National Public Safety Telecommunicators Week (Attachment)

Mayor Nash introduced the proclamation.

Police Chief David Norris accepted the proclamation (Attachment).

I. Special Business

I1. Planning Commission applicant introductions (Applications)

City Clerk Herren introduced the item.

- Miyko Harris-Parker spoke in support of appointing Meridith Rohr to the Planning Commission.
- Pam D. Jones spoke in support of appointing Meridith Rohr to the Planning Commission.

Planning Commission applicants Jeff Berkes, Nancy LaRocca Hedley, Ron Renwick, Meredith Rohr and Jennifer Shindler introduced themselves to the City Council.

The City Council discussed the role of Planning Commission.

J. Consent Calendar

J1. Accept the City Council meeting minutes for March 10, 2026 (Attachment)

J2. Consider and adopt a resolution to reduce the Utility Users Tax (continuation at 0%) (Staff Report #26-054-CC)

- J3. Award a construction contract to Radius Earthwork, Inc. for the Bay and Pierce Road Improvement project (Staff Report #26-051-CC)

ACTION: Motion and second (Taylor/ Wise), to approve the consent calendar, passed unanimously.

K. Regular Business

- K1. Introduce and waive the first reading of an ordinance adding Chapter 5.80 (Massage Businesses) of Title 5 (Business Licenses and Regulations) of the City of Menlo Park Municipal Code, relating to the regulation of massage businesses (Staff Report #26-052-CC)

Police Commander Tony Dixon made the presentation (Attachment).

The City Council received clarification on the California Massage Therapy Council (CAMTC) fingerprinting and Department of Justice (DOJ) impacts to certification.

ACTION: Motion and second (Taylor/ Wise), to introduce and waive the first reading of an ordinance (Attachment A) adding Chapter 5.80 (Massage Businesses) of Title 5 (Business Licenses and Regulations) of the Menlo Park Municipal Code, relating to the regulation of massage businesses, passed unanimously.

- K2. Receive and file report on labor relations and receive public input on upcoming labor negotiations with Service Employees International Union Local 521, Service Employees International Union Local 521 – Temporary Employees Unit, and American Federation of State, County and Municipal Employees Local 829 (Staff Report #26-049-CC)

Administrative Services Director Brittany Mello made the presentation (Attachment).

- Brandon Palominos Mancilla spoke in support of market-rate wages for city employees.
- Juan Quinonez spoke in support of market-rate wages for city employees.
- Alyssa Allen spoke in support of permanent full-time opportunities for Menlo Children's Center employees.

ACTION: Motion and second (Schmidt/ Nash), to receive and file report on employee compensation and receive public input on upcoming labor negotiations with Service Employees International Union Local 521 (SEIU), SEIU – Temporary Employees Unit, and American Federal of State, County, and Municipal Employees Local 829 (AFSCME), passed unanimously.

- K3. Approve fiscal year 2026-27 budget principles (Staff Report #26-055-CC)

Assistant Administrative Services Director Fenny Lei made the presentation (Attachment).

The City Council received clarification on two-tier options for the principles.

The City Council discussed additional guardrails for the principles, re-ranking tiers of the principles, visibility of City Council funding allocations, additional reporting for financial ties to City Council priorities, reordering the principles and whether or not to prioritize the principles (Attachment).

The City Council directed staff to provide more frequent informational staff reports focused on

budget updates (not more than quarterly), defining the rationale for the ordering of the principles and listing principles with the use of bullets as opposed to letters to help indicate that there is not a priority order.

ACTION: Motion and second (Wise/ Taylor), to approve budget principles for fiscal year 2026-27, passed unanimously.

L. Informational Items

- L1. City Council agenda topics: April – May 2026 (Staff Report #26-056-CC)
- L2. Update on the City’s fiscal year 2025-26 Capital Improvement Plan (Staff Report #26-053-CC)

M. City Manager Report

City Manager Murphy reported out on the May 7 community open house for downtown parking plazas proposals and the release of the project bid for the Willow/101 interchange landscaping project.

N. City Councilmember Reports

Mayor Nash reported out on the Peninsula Clean Energy (PCE) meeting, the San Mateo County Sustainability awards, Sister City Galway luncheon and the vehicle licenses fee (VLF) backfill rally.

City Councilmember Schmidt reported out on the April 14 Planning Commission meeting.

O. Adjournment

Mayor Nash adjourned the meeting at 9:30 p.m.

Assistant to the City Manager/ City Clerk Judi A. Herren

These minutes were approved at the City Council meeting May 12, 2026.



SUBMITTED FOR THE PUBLIC RECORD Menlo Park City Council Meeting — April 14, 2026 Re: Unresolved Habitability Violations and Municipal Enforcement Gap

Submitted by: Mukta Dhanuka **Property Address:** 1226 University Dr, Menlo Park, CA
Contact: 650-380-2156 | muktadhanuka@gmail.com

SUMMARY

This document presents a six week timeline of unresolved habitability complaints at my residence, a pattern of municipal enforcement gaps that left me without adequate heat during cold weather, and a formal request for council clarification on who in Menlo Park is responsible for tenant habitability enforcement.

TIMELINE OF EVENTS

March 3, 2026 — Formal habitability complaint filed with Menlo Park Code Enforcement documenting multiple violations including failed heating system, safety risks from unmaintained water heating system, observed mold, non-functioning CO detector, broken sliding door locks, and kitchen exhaust vent recirculating fumes inside the unit.

March 4, 2026 — City acknowledged complaint and promised inspection soon.

April 3, 2026 — Followed up with code enforcement

April 7, 2026 — After a month of silence, Code Enforcement responded advising me to wait until the property sale closes before the city would inspect. No inspection date was provided.

April 7-9, 2026 — Following escalation to the Mayor and City Council, Building Department Senior Inspector Scott McBirney stated the Building Department only inspects for permits and repeatedly advised waiting for the property sale to conclude. Code Enforcement and Building Department each shared that they are not skilled to inspect for habitability, tenant health and safety codes

April 10, 2026 — City directed me to low-income legal aid resources.

April 14, 2026 — Code Enforcement Officer Jon and Deborah visited today. During the inspection:

- In a conversation with code enforcement, the landlord, Connie Ross, claimed repairs were delayed due to tenant unavailability and that parts and plumber were ready to proceed today

- When the officer called the landlord directly, Connie immediately contradicted both claims — stating the unit is old, she does not know if the plumber has the part, the plumber may not be able to find it, the plumber has other jobs and may not be able to visit today
 - Two portable heaters were delivered within 15 minutes of the officer's call — suggesting resources were available throughout the preceding weeks of claimed inability to act
 - The officer set a two week deadline for permanent heating system repair
 - The officer declined to inspect mold, CO detector, sliding door locks, and kitchen exhaust vent, stating these fall outside code enforcement's mandate
-

THE POLICY QUESTION

During this six week process I asked repeatedly: who in Menlo Park is responsible for tenant habitability enforcement? I received no clear answer.

- The Building Department said their mandate is limited to permits
- Code Enforcement said habitability is a civil matter between landlord and tenant
- The city directed me to low-income legal aid resources

California Health & Safety Code §17920.3 places a mandatory duty on local enforcement agencies to inspect when substandard conditions are reported. Substandard conditions explicitly include lack of heat, mold, and infestation. This is not discretionary.

If the Building Department's mandate ends at permitting, and Code Enforcement's mandate excludes internal habitability conditions, there is effectively no municipal mechanism to enforce tenant habitability rights in Menlo Park. Tenants are left to pursue private legal remedies against landlords who face no corresponding institutional accountability.

I am respectfully asking the City Council to clarify: what city department or official is responsible for fulfilling Menlo Park's mandatory habitability enforcement duties under state law, and what recourse exists for tenants when that mechanism fails?

OUTSTANDING VIOLATIONS — UNRESOLVED AS OF APRIL 14, 2026

The following issues were documented in my original March 3, 2026 complaint and remain uninspected and unresolved:

- **Mold** — Observed following upstairs heating unit explosion and subsequent water leaks into my unit. Never tested or remediated by the landlord. I have developed persistent cough and allergies since exposure.
- **CO Detector** — Battery never replaced since move-in. Fossil fuel appliances present in unit. Non-functioning CO detector poses immediate safety risk.

- **Sliding Door Locks** — Exterior doors do not lock properly. Security incidents involving unidentified individuals on property previously reported to landlord without response.
 - **Kitchen Exhaust Vent** — Recirculates cooking fumes inside unit rather than venting outside, compounding air quality concerns.
 - **Heating System** — Portable heaters provided as a temporary measure. Repair deadline of two weeks set by Code Enforcement. No formal violation notice issued. The unit's Bosch heating system requires annual maintenance per manufacturer specifications. The system has not been serviced since February 2022 — over four years beyond recommended maintenance intervals. A heating unit in the upstairs unit previously exploded, causing water damage to my unit. My unit's system has been making loud abnormal noises, raising serious safety concerns about a potential recurrence.
-

REQUEST

I respectfully request that the City Council:

1. Clarify which city department is responsible for tenant habitability enforcement in Menlo Park
 2. Ensure the remaining four violations are formally inspected by the appropriate authority
 3. Confirm that the two week heating repair deadline is formally documented and enforceable
 4. Consider whether Menlo Park's current enforcement structure adequately fulfills the city's mandatory duties under California state housing law
-

I am available for any follow up questions at the contact information above. Thank you for your time and attention.

Proclamation

NATIONAL ARBOR DAY – APRIL 24, 2026

WHEREAS, National Arbor Day is observed on the last Friday of April each year by many states across the country for the community planting of trees; and

WHEREAS, trees greatly benefit the health of our community and health of our planet, support our wildlife and local ecosystems and pull carbon dioxide out of the atmosphere, which mitigates global warming; and

WHEREAS, the special importance of trees in urban areas must be maintained to improve air quality, provide shade, prevent erosion of topsoil and sedimentation in waterways, maintain climatic balance and decrease wind velocities; and

WHEREAS, the City of Menlo Park was historically forested by stands of oak, bay and other trees; and

WHEREAS, the preservation and planting of trees is necessary to preserve the scenic beauty and historical value of trees, and to promote the continued health and welfare of our community; and

WHEREAS, the City of Menlo Park is well known for its numerous and beautiful trees which truly enhance the desirability of Menlo Park as a place to live, work and play; and

WHEREAS, the City's urban canopy is expertly and professionally maintained by the Public Works tree team; and

WHEREAS, this is the twenty-seventh anniversary of City of Menlo Park being recognized as a member of the Arbor Day Foundation's "Tree City USA" group; and

NOW, THEREFORE, BE IT PROCLAIMED, that I, Betsy Nash, Mayor of the City of Menlo Park, on behalf of the City Council and City, do hereby proclaim and celebrate April 24, 2026 as Arbor Day in Menlo Park.



Betsy Nash, Mayor
April 14, 2026



Proclamation

RECOGNIZING APRIL 22, 2026 AS EARTH DAY

WHEREAS, Earth Day has been celebrated globally since 1970 to unite communities around protecting our common environment to ensure future generations will have a safe and sustainable future; and

WHEREAS, the theme for Earth Day 2026, "Our Power, Our Planet" focuses on the importance of renewable energy and aiming to triple global electricity generation from renewable sources by 2030; and

WHEREAS, in 2020, the City Council adopted a climate action plan with the goal of net zero carbon emissions by 2030; and

WHEREAS, all people of this Earth, no matter their country, gender, income, race, sexual orientation, gender identity or abilities, have a right to live in a healthy environment; and

WHEREAS, in 2024, following three years of community outreach and engagement, the City of Menlo Park adopted its first General Plan Environmental Justice (EJ) Element, which aims to implement community-identified priorities and actions that identify and address public health risks and environmental justice concerns as well as foster the well-being and resilience of City residents living in underserved communities; and

WHEREAS, local cities, including Menlo Park, are working to address the climate crisis including the creation of Peninsula Clean Energy, which supplies 100% carbon-free electricity for all Menlo Park customers; and

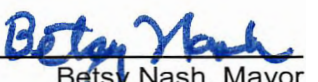
WHEREAS, Menlo Park is also home to businesses certified through the San Mateo County Green Business Program, which recognizes local businesses and organizations that have taken meaningful steps to conserve resources, prevent pollution and protect public health; and

WHEREAS, Menlo Park's success in reducing the greenhouse gas responsible for climate change and presence in Silicon Valley gives it a unique opportunity to demonstrate leadership and set an example for other cities to take climate action with innovative, comprehensive and expeditious approaches; and

WHEREAS, Menlo Park is a co-sponsor of the "Love Our Earth Festival," to be held April 25 at the Cesar Chavez Ravenswood Middle School and encourages all community members to attend; and

NOW, THEREFORE, BE IT PROCLAIMED, that I, Betsy Nash, Mayor of the City of Menlo Park, on behalf of the City Council and City, do hereby proclaim and celebrate April 22, 2026 as Earth Day in Menlo Park.




Betsy Nash, Mayor
April 14, 2026

Proclamation

NATIONAL PUBLIC SAFETY TELECOMMUNICATORS WEEK, APRIL 12 – 18, 2026

WHEREAS, National Public Safety Telecommunications Week (NPSTW) is held annually during the second week of April to honor public safety telecommunicators for their commitment, service and sacrifice; and

WHEREAS, all 911 centers, including emergency communications centers (ECCs), public safety answering points (PSAPs), public safety communications centers (PSCCs), emergency operations centers (EOCs), and other public safety command centers, are a critical component of emergency communications and provide critical, life-saving emergency services to the public; and

WHEREAS, telecommunicators are the first voice you hear when you dial for help, often keeping callers calm and providing life-saving guidance—from how to administer CPR to how to assist someone giving birth—when emergency personnel are on the way; and

WHEREAS, behind the scenes, highly trained telecommunicators interpret an ever-increasing array of information transmitted with 911 calls, which enables emergency personnel to better locate and assist those who are in distress, and also actively plan, coordinate and direct the response activities of these personnel, especially when multiple agencies are involved; and

WHEREAS, as part of National Public Safety Telecommunications Week, communities are encouraged to review best practices for making emergency calls, such as directing non-emergency phone calls to non-emergency phone numbers, providing accurate details and location information, staying calm, speaking clearly and not hanging up when calling by mistake; and

WHEREAS, this week is a time to celebrate and thank telecommunications personnel across the nation who serve our communities, citizens, and public safety personnel 24 hours a day, seven days a week; and

NOW, THEREFORE, BE IT PROCLAIMED, that I, Betsy Nash, Mayor of the City of Menlo Park, on behalf of the City Council and City, do hereby proclaim and celebrate April 12 – 18, 2026 as National Public Safety Telecommunicators Week in Menlo Park.



Betsy Nash
Betsy Nash, Mayor
April 14, 2026



Introduce and waive the first reading of an ordinance adding Chapter 5.80 (Massage Businesses) of Title 5 (Business Licenses and Regulations) of the City of Menlo Park Municipal Code, relating to the regulation of massage businesses

William Dixon, Police Commander

Background

- In 2012 and 2014, the San Mateo County Board of Supervisors (Board) adopted an amendment to the San Mateo County Massage Businesses Ordinance.
- The amendment established clearer operational standards and updated rules for hearings and appeals, restricts business transfers during penalties.
- All other jurisdictions within San Mateo County with substantial commercial areas have adopted the model ordinance.

Purpose of Proposed Ordinance

- To protect the public health, safety, and welfare by providing for the orderly regulation of massage therapy services, discouraging prostitution and related illegal activities carried on under the guise of massage therapy, and establishing certain sanitation, health, and operational standards for massage businesses.



Proposed Ordinance Requirements

- All individuals practicing massage therapy for compensation be Certified Massage Practitioners by the ~~California~~ Massage Therapy Council (CAMTC).
- All businesses that provide message therapy for compensation employ only CAMTC Certified Massage Practitioners AND obtain a valid City of Menlo Park Registration Certificate.
- Miscellaneous operating and physical establishment requirements.





California Massage Therapy Council (CAMTC)

- “CAMTC is a private nonprofit public benefit corporation with 501(c)(3) tax exempt status. CAMTC’s volunteer Board of Directors is a diverse group of professionals and interested stakeholders who seek to protect the public and elevate the profession.”
- CAMTC issues voluntary certifications to massage professionals that meet the requirements established in California Business and Professions Code, section 4604.



Update since publishing

- Typographical change to Section 5.80.020 (h) of ordinance:
“Health Officer” means a representative from the County of San Mateo ~~Department of Environmental Health~~ or designee and/or a person designated by the City of Menlo Park to conduct health and safety inspections pursuant to the California Health and Safety Code, Menlo Park Municipal Code Section 1.04.010 (4), or their authorized representatives or designees.





Recommendation

- Staff recommends the City Council introduce and waive the first reading of an ordinance (Attachment A) adding Chapter 5.80 (Massage Businesses) of Title 5 (Business Licenses and Regulations) of the Menlo Park Municipal Code, relating to the regulation of massage businesses



Thank You



Questions?





Fiscal Year 2026-27 Budget Principles

Fenny Lei, Assistant Administrative Services Director



Agenda

- Budget principles
- Forecast
- Budget development calendar
- City Council approval and direction





Budget Principles



Proposed Budget Principles

Staff presents the below budget principles for fiscal year 2026-27 to ensure the city manager's proposed budget reflects the City Council's foundational budget values.

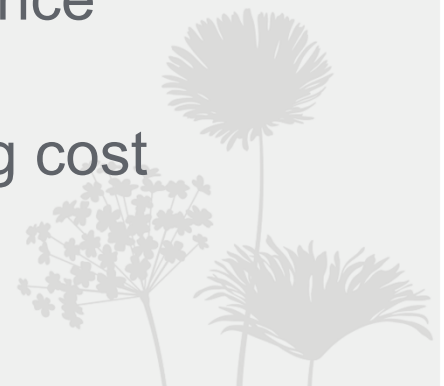
1. Promote the City's long-term fiscal sustainability
2. Provide city services and infrastructure that contribute to quality of life in Menlo Park
3. Manage revenue sources and grant accounting





User Fee Cost Recovery

- Equity-focused approach balancing cost recovery with access and community benefit
- Three tiers: low (0-30%), mid (30-70%), high (70-100%)
- Higher recovery for individual/regulatory services; lower for community-wide services
- Some services are intentionally subsidized to advance equity and community goals
- Proposed fees developed in alignment with existing cost recovery policy





1. Promote the City's long-term fiscal sustainability

- A. Continue to fund the strategic pension reserve when financially feasible and utilize it as a tool for rate stabilization. Annual payments toward the CalPERS Net Pension Liability will be based on the required contributions identified in the actuarial reports, maintaining progress toward reducing the unfunded accrued liability (UAL). ~~Implement the annual payment necessary in the budget to achieve amortization of the CalPERS Net Pension Liability in accordance with the actuarial 15-year amortization schedule. This is consistent with the City Council's previously adopted budget principle to plan for an accelerated reduction of the unfunded accrued liability (UAL).~~
- B. Invest in technologies that minimize low value-add processes, increase transparency in communications and most efficiently utilize our talented staff.
- C. Strive to achieve City Council cost recovery goals for fee-based services, including implementing annual fee updates as necessary to reflect changes in the cost of providing services, including the Consumer Price Index (CPI), personnel costs, or other relevant cost indices.
- D. Continue to evaluate the most cost-effective method to provide services at a specified level that provides the City with flexibility in all economic conditions, including the use of contracted services, shared services, and regular and limited-term employees.



1. Promote the City's long-term fiscal sustainability

- E. Proactively manage the loss of institutional knowledge by documenting procedures, practices and processes and succession planning efforts including the ability to provide for overlap in critical positions at the discretion of the city manager.
- F. Incorporate programs and initiatives that strengthen Menlo Park's standing as an employer of choice to retain highly qualified personnel.
- G. Address the City's structural imbalance between revenues and expenditures through immediate and ongoing actions to stabilize the General Fund reserve and restore long-term fiscal sustainability. ~~Evaluate the long term structural balance of revenues and expenditures to maintain a sustainable General Fund.~~

Staff is proposing the following addition related to the service level and resource alignment:

- H. Focus available resources on essential and legally mandated services, while regularly assessing other programs for alignment with City priorities, service levels, and fiscal capacity.



2. Provide city services and infrastructure that contribute to quality of life in Menlo Park

- A. Implement ordinances and City Council adopted initiatives and strategies to contribute to the quality of life in Menlo Park now and in the future.
- B. Proactively maintain and improve existing infrastructure to minimize maintenance costs, decrease the City's greenhouse gas emissions, and increase the City's long-term disaster and climate resilience.
- C. Strive to balance the resources and requirements of each area of the city in an equitable manner ~~through the use of using~~ equitable tools and ongoing collaboration with the Countywide Equity Working Group.
- D. Evaluate one-time revenues for their highest and best use, prioritizing investments for long-term gains in financial sustainability and enhancing quality of life for the community. ~~Evaluate one-time revenues for highest and best investment recognizing the benefit of leveraging near term investments for long-term gains in financial sustainability and/or quality of life.~~



2. Provide city services and infrastructure that contribute to quality of life in Menlo Park

- E. Commit to continuous improvement in the communication of City financial information through a variety of media acknowledging that the City's professional staff and consultants are obligated to conform to accounting and reporting standards **in-order** to provide balanced financial information that informs policymakers.
- F. Strategically identify and align financial resources to implement City Council-identified top goals.





3. **Manage r**Revenue sources and grant accounting

- A. State the fund's surplus/(deficit) balance to show annual results and use of fund balance.
- B. Limit budget appropriations for capital projects to those with secured funding. Appropriations shall not exceed available funding and will be adjusted if funding is reduced. ~~Identify revenue sources for the initial year of all capital projects.~~
- C. Prioritize adoption of balanced budgets to maintain the fiscal integrity of all funds. Use of fund balance is permitted only to the extent that the year-end balance remains positive. ~~Ensure a fund's fiscal year-end balance estimate is positive.~~

Staff is proposing the following addition related to one-time revenues

- D. One-time revenues should be used for one-time expenditures and not for ongoing commitments, to minimize the risk of creating or exacerbating structural deficits.



Five Year Forecast



Forecast Assumption Changes

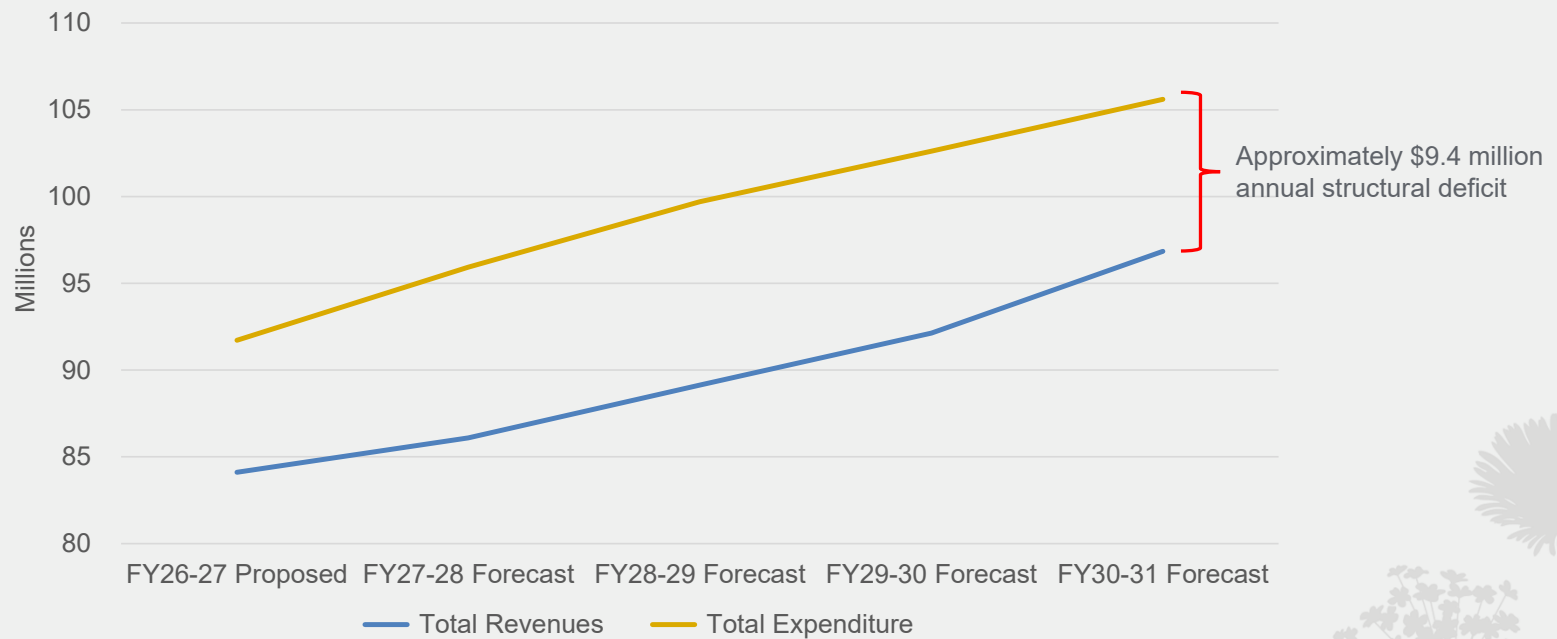
- Revised vehicle license fee (VLF) backfill to 0 for fiscal year 2026-27 and out-years, decreased revenue by 1.9 million
- Increased transient occupancy tax (TOT) to align with current trend by 0.8 million
- Increased licenses and permits and other revenues by 0.5 million





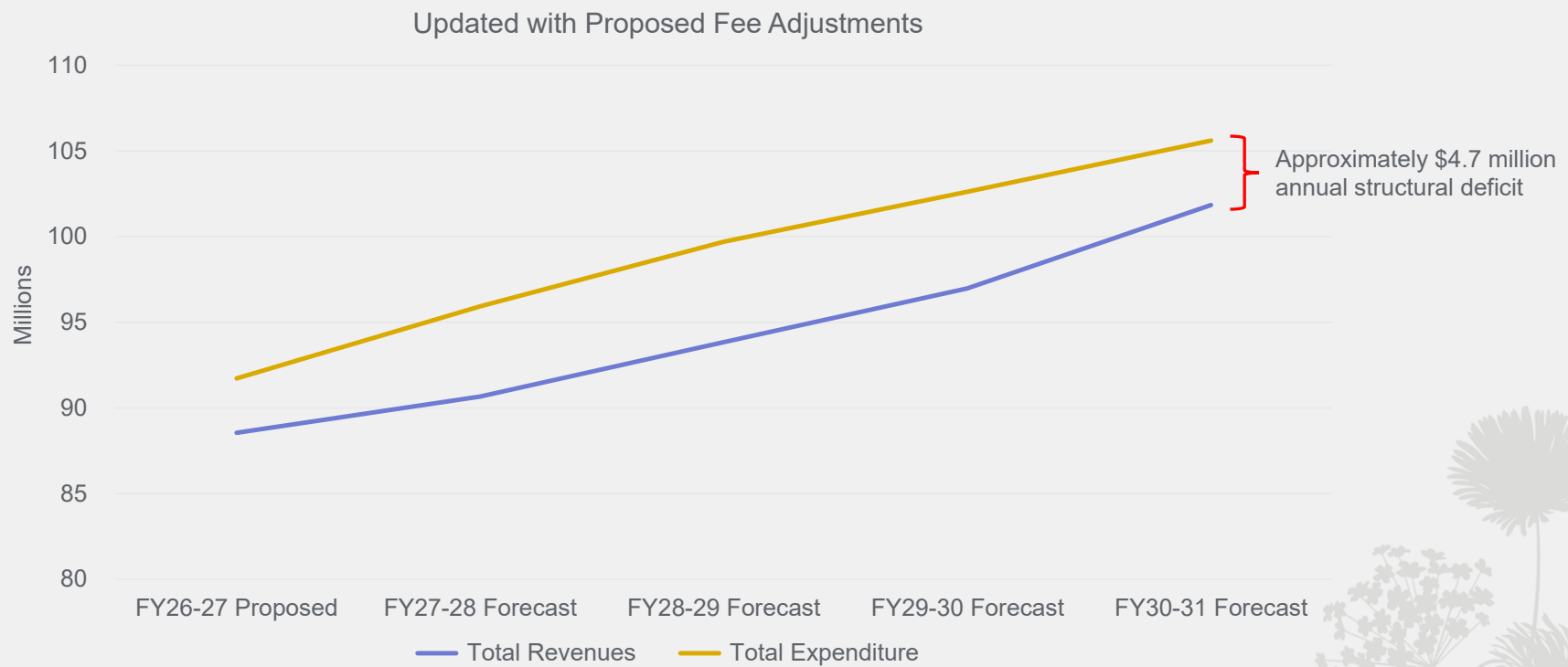
Structural Deficit

Five Year Forecast – Base Scenario





Structural Deficit (With Proposed Fee Adjustments)





Budget Development Calendar



Budget Development Calendar

Date	Description
April 14	City Council reviews and approves budget principles Update on capital improvement plan (CIP)
April 28	Master Fee Schedule public hearing and adoption City Council workshop final report review
May 20	Budget portal open to public
May 28	Public budget workshop
June 9	Budget public hearing
June 23	Budget adoption





City Council Approval and Direction

- Approve the fiscal year 2026-27 budget principles





Thank You

SUGGESTED ORDER	1. Promote the City's long-term fiscal sustainability
A	G. Address the City's structural imbalance between revenues and expenditures through immediate and ongoing actions to stabilize the General Fund reserve and restore long-term fiscal sustainability.
B	H. Focus available resources on essential and legally mandated services , while regularly assessing other programs for alignment with City priorities, service levels, and fiscal capacity.
C	D. Continue to evaluate the most cost-effective method to provide services at a specified level that provides the City with flexibility in all economic conditions, including the use of contracted services, shared services, and regular and limited-term employees.
D	C. Strive to achieve City Council cost recovery goals for fee-based services , including implementing annual fee updates as necessary to reflect changes in the cost of providing services, including the Consumer Price Index (CPI), personnel costs, or other relevant cost indices.
E	F. Incorporate programs and initiatives that strengthen Menlo Park's standing as an employer of choice to retain highly qualified personnel.
F	E. Proactively manage the loss of institutional knowledge by documenting procedures, practices and processes and succession planning efforts including the ability to provide for overlap in critical positions at the discretion of the city manager.
G	B. Invest in technologies that minimize low value-add processes, increase transparency in communications and most efficiently utilize our talented staff.
H	A. Continue to fund the strategic pension reserve when financially feasible and utilize it as a tool for rate stabilization. Annual payments toward the CalPERS Net Pension Liability will be based on the required contributions identified in the actuarial reports, maintaining progress toward reducing the unfunded accrued liability (UAL).