

Environmental Quality Commission



REGULAR MEETING MINUTES

Date: 1/21/2026
Time: 6:00 p.m.
Location: Teleconference and
City Hall Downtown Conference Room, 1st Floor
701 Laurel St., Menlo Park, CA 94025

A. Call To Order

Chair McKenna called the meeting to order at 6:00 p.m.

B. Roll Call

Present: Angiel, Hernandez, Hedley, Hill, Kissel (arrived 6:01 p.m.), Chair McKenna, Vice Chair Meyer
Absent: None
Staff: Sustainability Manager Rachael Londer

C. Public Comment

None.

D. Regular Business

D1. Approve the December 17, 2025 Environmental Quality Commission meeting minutes (Attachment)

ACTION: Motion and second (Hedley/ Hernandez), to approve the December 17, 2025, Environmental Quality Commission meeting minutes, passed unanimously.

D2. Deny the appeal and uphold staff's decision to approve the permit application to remove thirteen heritage trees at 68 Willow Rd (Staff Report #25-001-EQC) (Attachment)

Chair McKenna was recused and exited the meeting.

Vice Chair Meyer introduced the item.

City arborist Jillian Keller and Management Analyst II Joanna Chen made the presentation (Attachment).

Architect from SDG Designs Jeff Potts (applicant) made a presentation (Attachment).

Richard Crumb (appellant) made a presentation (Attachment).

The Commission received clarification on the amount of heritage trees being removed, tree locations, gas infrastructure and the tree appeal process.

- Rebecca Eisenberg spoke in support of saving the heritage trees.

- Preeti spoke in support of saving the heritage trees.

The Commission discussed alternative construction designs, replacement trees, tree growth and care, transplant options, tree canopy and open space access, and raised concerns regarding gas infrastructure and artificial turf.

ACTION: Motion and second (Kissel/ Meyer), to deny the appeal and uphold staff's decision to approve the permit application to remove 13 City of Menlo Park heritage trees at 68 Willow Rd., failed 3-0-3-1 (Angiel, Hedley and Hernandez abstaining, McKenna recused).

ACTION: Motion and second (Hedley/ Hernandez), to approve the appeal and deny staff's decision to approve the permit application to remove 13 City of Menlo Park heritage trees at 68 Willow Rd., failed 3-3-1 (Kissel, Meyer and Hill dissenting, McKenna recused).

Chair McKenna rejoined the meeting.

D3. Presentation from the Community Engagement Ad Hoc Subcommittee

Chair McKenna introduced the item.

Chair McKenna, Vice Chair Meyer and Commissioner Kissel made the presentation (Attachment).

- Brian Schmidt spoke in support of near term and long term community engagement and community forums.

The Commission discussed door-to-door engagement, messaging, stakeholders, videos, partnering with existing organizations, leveraging Nextdoor, inviting by phone call during meetings and offering stipends to commissioners, and the Ad Hoc Subcommittee's final report out which will be at a future EQC meeting.

E. Reports and Announcements

E1. Reports and announcements from staff and Commissioners

Sustainability Manager Rachael Londer reported out on city solar projects and Home Upgrade Services program paid media campaign launch.

F. Informational items

F1. 2025-26 Environmental Quality Commission work plan (Attachment)

G. Adjournment

Chair McKenna adjourned the meeting at 8:37p.m.

Sustainability Manager Rachael Londer



Heritage Tree Removal Appeal 68 Willow Rd.

Jillian Keller, City arborist



Determination

- Completed application form
- Arborist report
- Proposed construction site plans
- Mitigation plan
- Alternative design and cost analysis study

HERITAGE TREE REMOVAL PERMIT APPLICATION

Public Works
701 Laurel St., Menlo Park, CA 94025
tel 650-330-6760



Please have the following documents before submitting an application online through the City's online permit portal:

- Completed and signed version of this form;
- Obtain an arborist report from a City-approved consulting arborist; and
- Attach a landscape plan or complete the replacement tree section below. Please refer to heritage tree replacement requirements for a list of appropriate replacement trees and guidelines to estimate the monetary values of replacement trees.
- Additional documents are required for development-related heritage trees.

The online submittal process requires additional contact information and detailed information on each tree proposed for removal. Incomplete applications will not be processed. The form may be signed digitally, or the form may be printed, signed and scanned. If you are signing digitally, please note that the signature should be added last, after all the proposal information has been entered.

Proposal information

Applicant:	
Property owner:	
Address:	
Description of proposed removal(s):	

Replacement tree plan

Planting location:	
Tree species:	

Mitigation plan

- \$472,990 total mitigation required
- \$50,800 in tree replacement mitigation proposed
- Remaining unmitigated value of \$422,190 due as in-lieu fee
 - Goes back into the city's tree planting budget





Alternative design and cost analysis

- Diagrams and/or written descriptions of alternative designs that enable tree preservation
 - while following zoning rules that allow for adjustments
- Breakdown of the extra construction costs of the design that saves the tree compared to the tree's appraised value

The following guidance will be used to determine feasibility:

- If the incremental cost of the tree preservation alternative is more than 140% of the appraised value of the tree, the cost will be presumed to be financially infeasible.
- If the incremental cost of the tree preservation alternative is less than 110% of the appraised value of the tree, the cost will be presumed to be financially feasible.
- If the incremental cost of the tree preservation alternative is between 110% and 140% of the appraised value of the tree, public works director or their designee will consider a range of factors, including the value of the improvements, the value of the tree, the location of the tree, the viability of replacement mitigation and other site conditions.
- In calculating the incremental cost of the tree preservation alternative, only construction costs will be evaluated. No design fees or other soft costs will be considered.

Alternative design

- Heritage valley oak #28, a California native species
- 55' tall, 40' wide
- City-owned and maintained street tree
- Excellent health and structure
- “Good specimen.”



Valley Oak #28



Example alternative design

FINANCIAL FEASIBILITY OF DESIGN ALTERNATIVES

<u>HERITAGE TREE # PER ARBORIST REPORT (REMOVALS)</u>	<u>SPECIES</u>	<u>DIAMETER OF HERITAGE TREE</u>	<u>VALUE OF HERITAGE TREE TO BE REMOVED x 140%</u>	<u>REASON FOR REMOVAL</u>	<u>EXPLANATION OF FINANCIAL INFEASIBILITY OF DESIGN ALTERNATIVE *</u>
#28	VALLEY OAK	15"	\$13,960 x 140% = \$19,544	PROPOSED UTILITY LINE & SIDEWALK CONFLICT (STREET TREE)	UNITS 8-D, 8-E, 8-F & 8-G WOULD NEED TO BE OMITTED TO SAVE TREE #28. THE NEW CITY REQUIRED 10' MONOLITHIC SIDEWALK WOULD NEED TO BE JOGGED AROUND THE TREE CONFLICTING W/ THE ABOVE NOTED UNITS. THE TOTAL EXPECTED APPROX. SALE PRICE OF UNITS 8-D & 8-E IS \$9,668,400 WHICH IS FAR GREATER THAN THE \$19,544 VALUE OF TREE #28. THIS DESIGN ALTERNATIVE IS NOT FEASIBLE.

EQC role

- Review and discuss the heritage tree removal permit application and site plans
 - The project is an SB 330 housing development project
- Review and discuss the appellant's proposed alternatives
 - No additional removal alternatives/concepts or third-party expert testimony shall be reviewed by the environmental quality commission
- Ask clarifying questions to all parties
 - City staff shall remain unbiased



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Thank you



Supplemental information

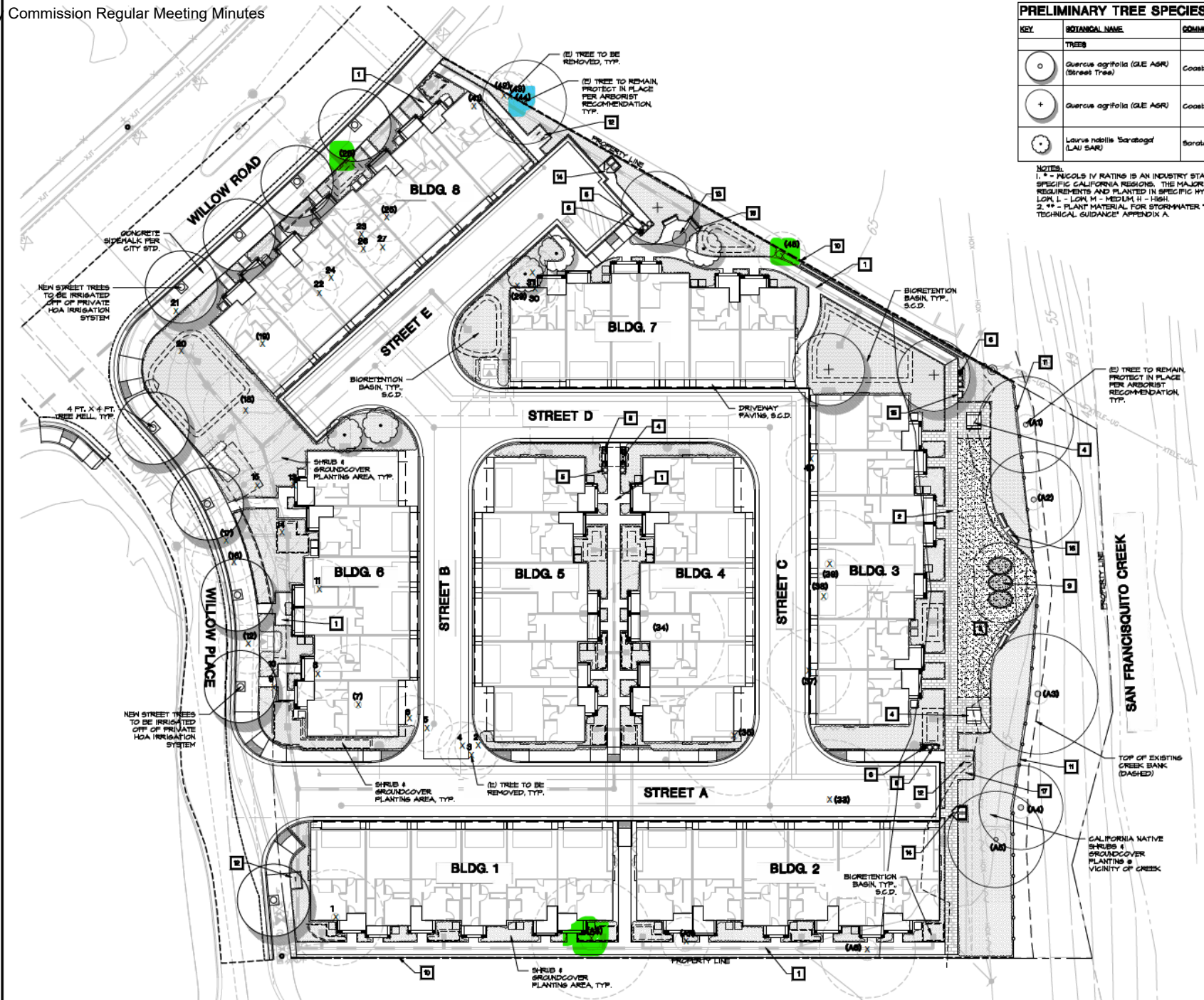
- Current sidewalk and private walkways are 5 feet.
- ADA requirements is at least 48 inches (4 feet) in width



PRELIMINARY TREE SPECIES KEY

KEY	BOTANICAL NAME	COMMON NAME
TREES		
○	Quercus agrifolia (QAE AGR) (Street Tree)	Coast Live Oak
+	Quercus agrifolia (QAE AGR)	Coast Live Oak
⊙	Laurus nobilis 'Saratoga' (LAU SAR)	Saratoga Sweet Bay

NOTES:
 1. * - NUGOLS IV RATING IS AN INDUSTRY STANDARD FOR IR SPECIFIC CALIFORNIA REGIONS. THE MAJORITY OF PLANTS REQUIREMENTS AND PLANTED IN SPECIFIC HYDROZONES. AT LOW, L - LOW, M - MEDIUM, H - HIGH.
 2. ** - PLANT MATERIAL FOR STORMWATER TREATMENT PL TECHNICAL GUIDANCE' APPENDIX A.



- PREI SYMBOL
- 1
 - 2
 - 3
 - 4
 - 5
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 - 11
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 - 13
 - 14
 - 15
 - 16
 - 17
- NOTE:
 1. CC
 2. P
 3. F
 4. PAIN
- IRRM
 A FULL COMPL LANDS DURING



68 WILLOW RD. MENLO PARK, CA



WILLOW ROAD STREET VIEW



WILLOW ROAD STREET VIEW

PROJECT OVERVIEW

- This project is an SB330 development that falls within the Housing Accountability Act. As such, it is afforded protections regarding approvals and the use of waivers and concessions to facilitate the design as submitted.
- The proposed project replaces an aging 27,000 sq. ft. office building with 50 (fifty) newly constructed townhome units with attached private garages. Per the zoning code, the maximum allowable number of units on this site is 75 (seventy-five). Eight (16%) of the 50 proposed units are designated as affordable housing units, as required by state law.
- The 50 dwelling units are contained within 8 (eight) 3-story residentially scaled and articulated buildings distributed across the 2 ½ acre site, in tandem with a common open space area along San Francisquito Creek on the eastern boundary of the site, as well as internal vehicular and pedestrian circulation routes.
- To date, the proposed project design has navigated a rigorous entitlement review process conducted by City of Menlo Park Planning staff.
- The project developer has utilized the services of a highly experienced team of design professionals who specialize in housing development and land use law, architecture, civil and structural engineering, landscape design, traffic engineering, fire suppression, and urban tree management.



PROJECT DEVELOPMENT STANDARDS

The design for the proposed project, as with any development project in Menlo Park, must comply with requirements for:

Basic site components

- ✓ building footprints (sized for user needs and site density objectives)
- ✓ internal streets (sized per Fire District standards for access width and turning radii)
- ✓ bio-retention basins (sized per requirements set by the San Francisco Bay Regional Water Quality Control Board)
- ✓ sewer and water infrastructure
- ✓ electrical and/or gas infrastructure

Menlo Park municipal ordinances and development guidelines

- ✓ Governing zoning, land use, aesthetic standards, provision of open space, and user quality of life

Current state building code and fire code requirements

- ✓ Governing life safety, site and building accessibility, construction standards (California Residential, Building (Chapter 11A for accessibility), Fire, and Energy codes)

Public utility and infrastructure safety standards

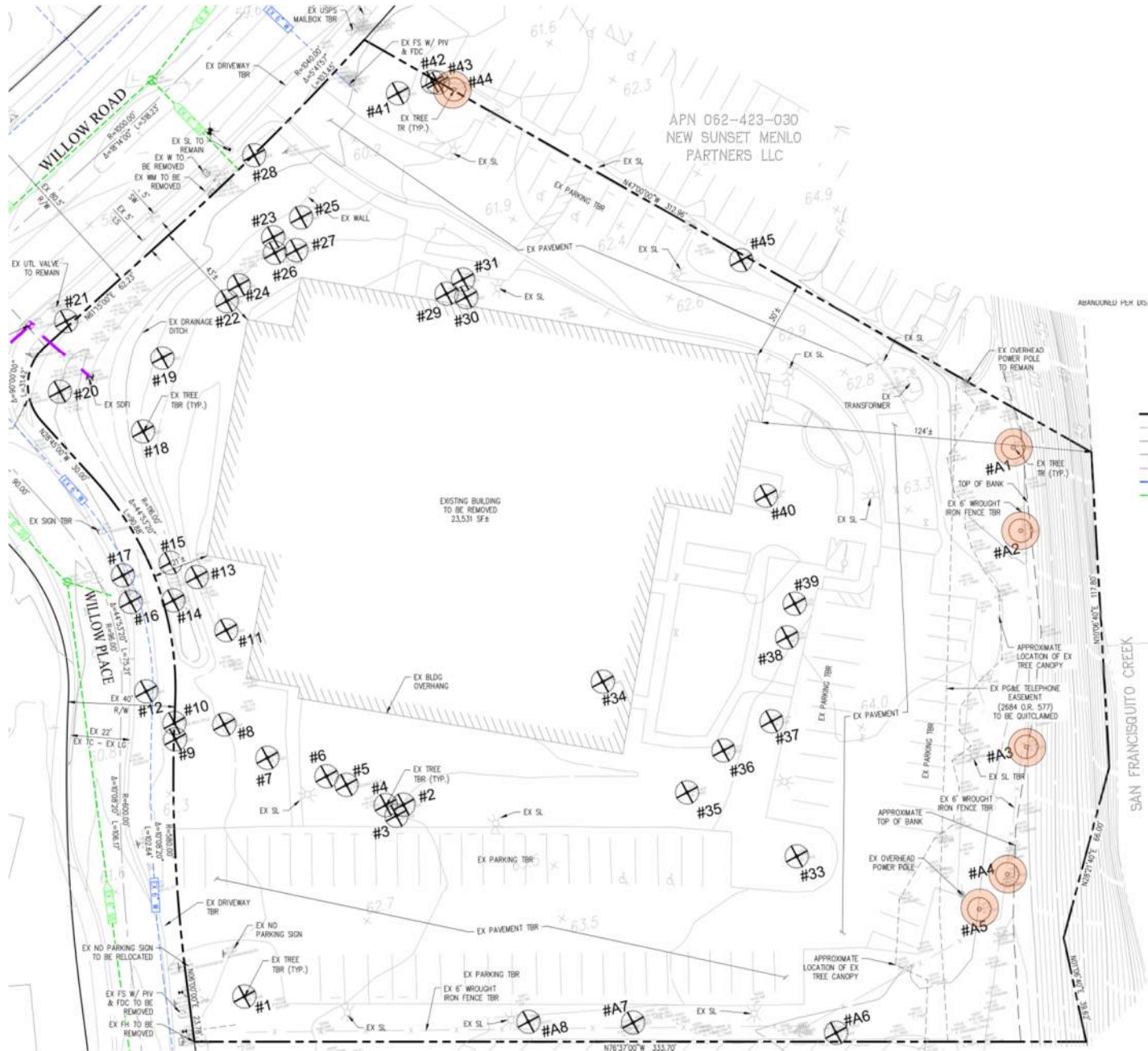
- ✓ Governing traffic design, sidewalk construction, electrical and water supply, waste management, site lighting

Menlo Park tree ordinance

- ✓ Governing standards for preservation of designated heritage trees (Chapter 13.24)



EXISTING SITE w/ TREE DESIGNATIONS



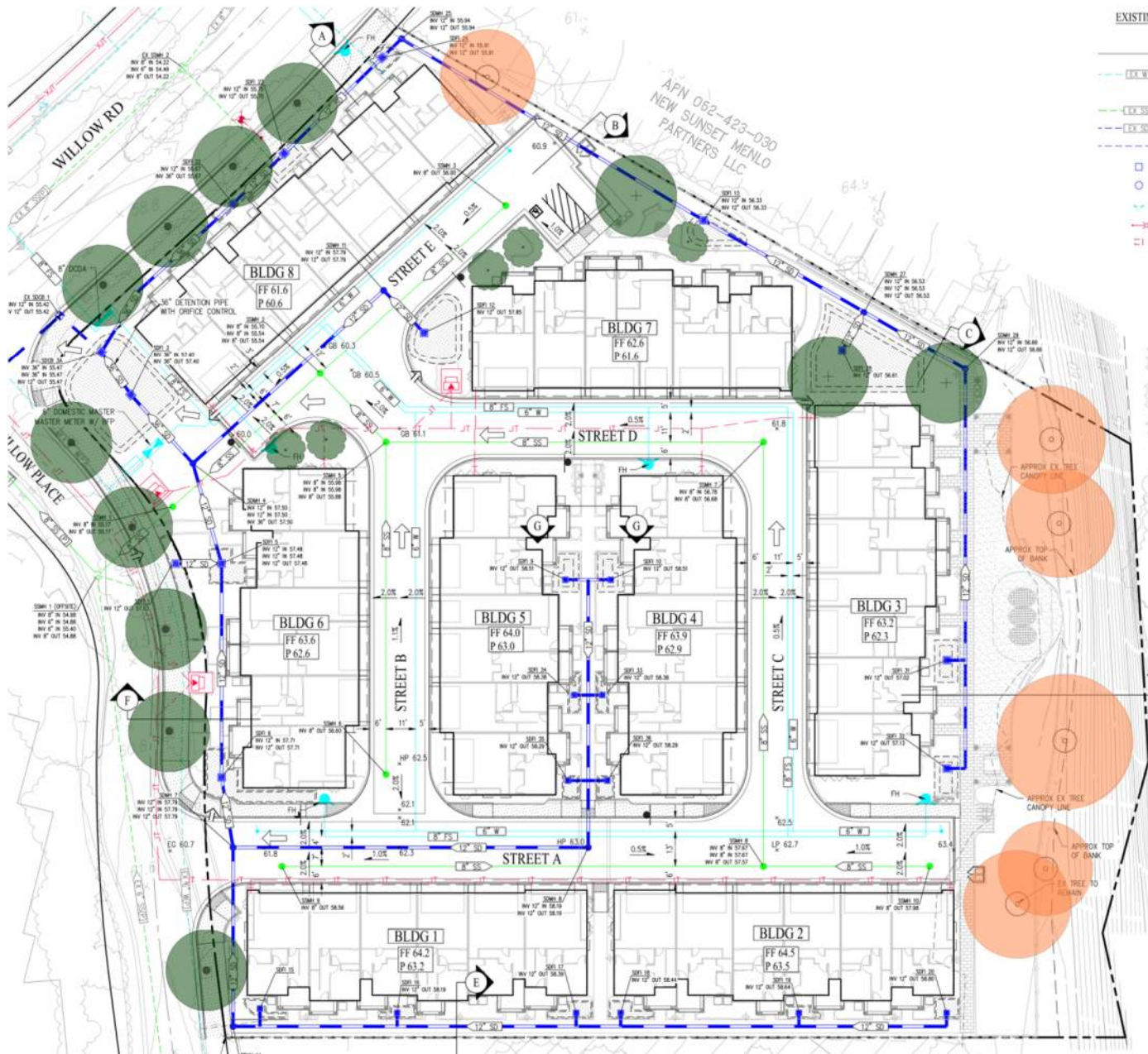
Removed tree:



Saved tree:



PROPOSED SITE w/ SAVED TREES + REPLACEMENT TREES



New replacement tree (36" to 48" box):



Saved tree:



PROPOSED SITE overlaid on REMOVED TREES

Tree 28's root system directly impacted by:
 -required adjacent sidewalk
 -adjacent gravity line storm drain

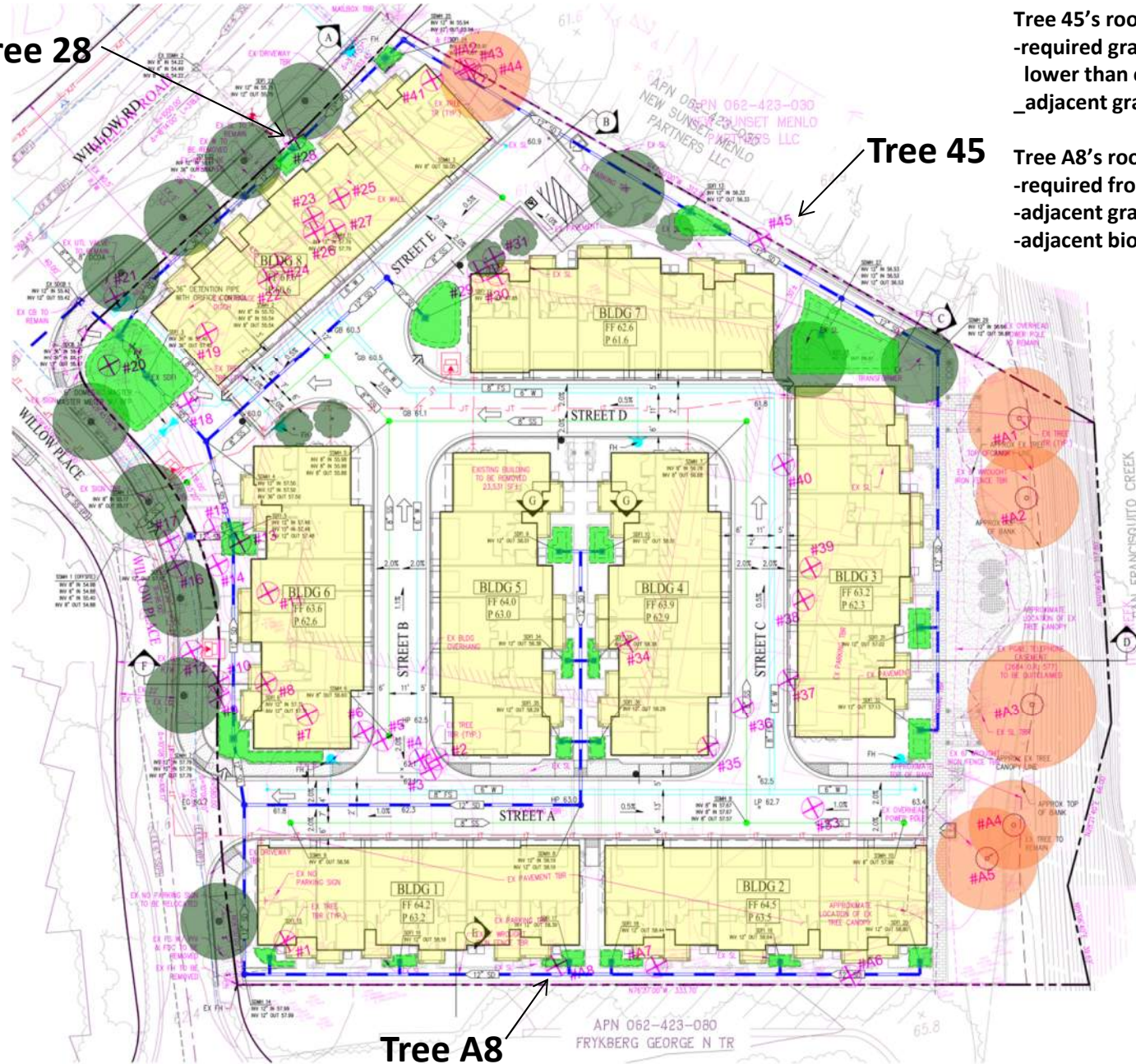
Tree 45's root system directly impacted by:
 -required grades for accessible adjacent sidewalk
 lower than existing grades surrounding tree
 _adjacent gravity line storm drain

Tree A8's root system directly impacted by:
 -required frontage sidewalk
 -adjacent gravity line storm drain
 -adjacent bio retention basin

Tree 28

Tree 45

Tree A8



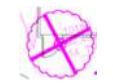
Building footprint:



Required bio-retention basin:



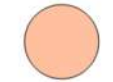
Removed tree:



New replacement tree (36" to 48" box):



Saved tree:



Appeal for Heritage Tree Preservation

68 Willow Road Project A request to prioritize neighborhood character, environmental health, and ordinance compliance.



The Core of the Appeal



The Scope

The development proposes removing 23 heritage trees. This appeal specifically challenges the removal of **14 native trees**, primarily along the property perimeter.



The Criterion

This appeal is filed under **Criterion 5: Development**. The goal is to ensure development proceeds without the unnecessary loss of vital canopy.



The Goal

We seek to protect the creek corridor and neighborhood character within the context of a Density Bonus Law (DBL) housing project, consistent with the Heritage Tree Ordinance.

Understanding the Ordinance

The Heritage Tree Ordinance is not a formality; it is a mandate to protect the city's environmental assets.



Vital to the City

Heritage canopy is defined as "vital to the character and health of the city," providing essential scenic value, property-value benefits, and critical erosion/flood protection.



The Standard for Removal

Removal under Criterion 5 is permissible only when trees interfere with development AND there is no financially feasible and **reasonable design alternative** allowing preservation. (Menlo Park Municipal Code § 13.24.050)

- ❏ The EQC's task is to determine if this high standard has been met for the 14 appealed trees, not merely if the applicant prefers the current layout.

Project Impact by the Numbers

The Proposal

- **50 Townhomes** : For-sale units including 8 Below Market Rate (BMR) units.
- **Concessions** : Utilizes DBL concessions and a minimal 5-foot setback.
- **23 Removals** : 23 heritage trees on site are slated for removal.

79

Replacement Trees Required

The arborist's mitigation calculation requires the equivalent of 79 new trees to offset the canopy loss.

The Ecological Cost

- **Native Loss** : The 14 appealed trees are key natives providing shade, screening, and soil stabilization next to San Francisquito Creek.
- **Runoff Risk** : Removal increases risks associated with soil stability and stormwater management in a sensitive creek corridor.
- **Biodiversity Loss** : The 14 appealed trees provide critical habitat for native birds, insects, and wildlife. Their removal fragments the creek corridor ecosystem and disrupts migration and breeding patterns essential to local biodiversity.

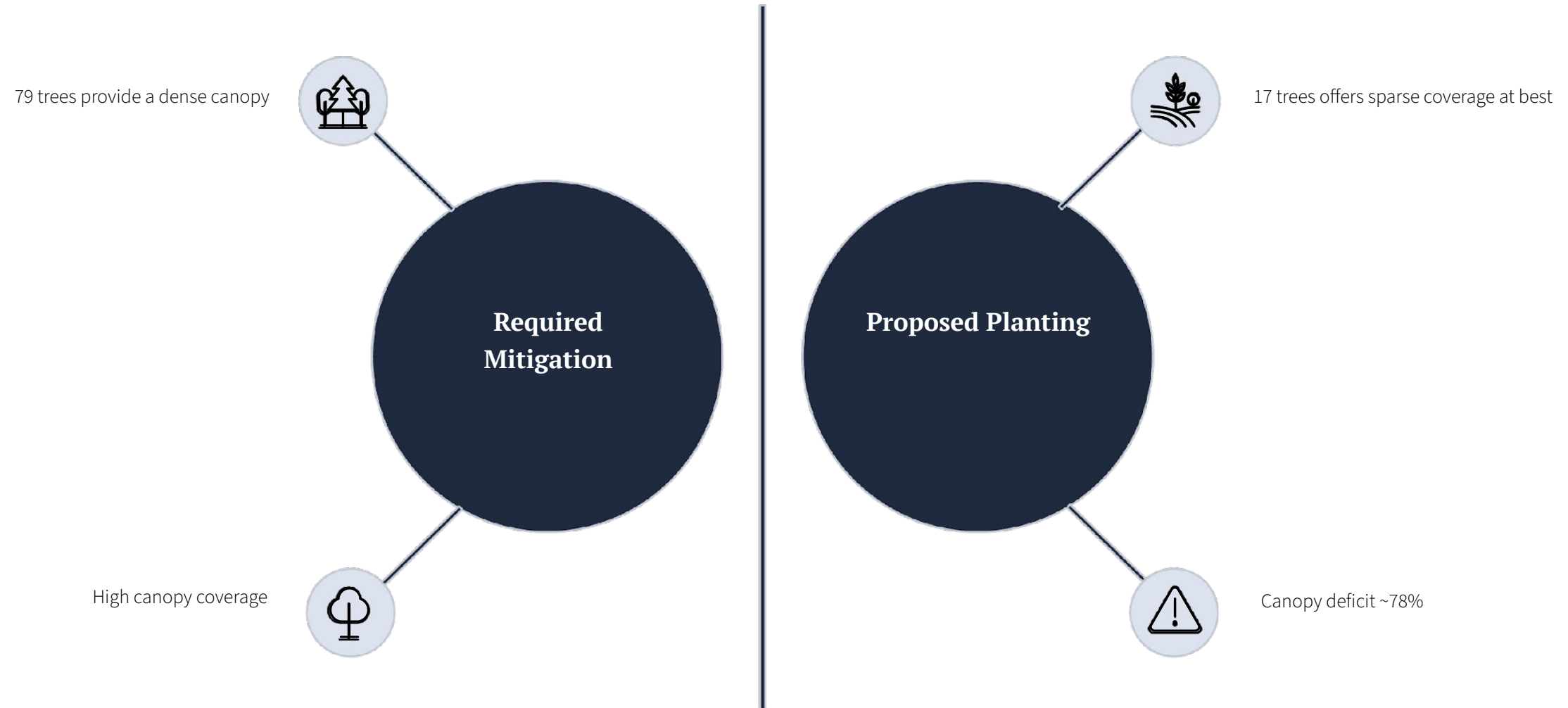
17

Trees Proposed

Only 17 new trees are proposed on-site. The massive deficit is covered by fees, not flora.

The Mitigation Gap

The disparity between required mitigation and proposed planting reveals a critical flaw in the site design.



Density Bonus Law & "Physically Preclude"

There is a misconception that Density Bonus Law (DBL) acts as a blanket waiver for local ordinances. This is incorrect.

→ **The Legal Standard**

DBL waivers apply only when standards would **physically preclude** the construction of a qualifying project. They do not grant immunity to maximize profit or specific preferred layouts. (California Government Code § 65915(e))

→ **The Burden of Proof**

The developer claims the current 50-unit scheme necessitates removing 23 trees. However, the applicant has not proven that a DBL-compliant project is physically impossible if trees were retained.

→ **Our Position**

We are not asking to deny the project or the below market units. We are asking: Is the removal of these specific 14 trees truly *necessary* to build housing here? We have not seen evidence that the developer has met this burden of proof.

Missing: A Good-Faith Alternatives Analysis

The applicant claims tight setbacks and site constraints make tree preservation impossible. Yet when we met with them last week, they developed a workaround for one heritage tree—and possibly a second—in just two days. This demonstrates that preservation is feasible if with thoughtful consideration and evaluation.

Community Outreach

The applicant has done little to no community outreach on the project. When asked why not, the response was: “we’ll do it once it’s approved.” The lack of outreach and this response signals an attempt to fly under the radar.

Infrastructure Rerouting

We met with the developer on December 3. The meeting yielded solutions for 1-2 trees in 2 days. What could a full alternatives analysis reveal? The record shows no evidence of systematic exploration of modest footprint reductions and underground utility routes at critical tree locations.

Commitment to Preservation

The city tree ordinance requires “reasonable efforts to preserve” and evaluate “reasonable design alternatives.” Under DBL, waivers require proof that standards would “physically preclude” the project. The applicant must demonstrate they exhausted all reasonable alternatives—not merely that their preferred layout requires tree removal.

□ The question is not whether preservation is possible, but whether the applicant has made a genuine, documented effort to achieve it.

Protecting Neighborhood Character

San Francisquito Creek and Willow Road are defined by their mature canopy. These trees are infrastructure.

Screening

Mature trees screen building mass from the street and neighbors, preserving the visual rhythm of the block.

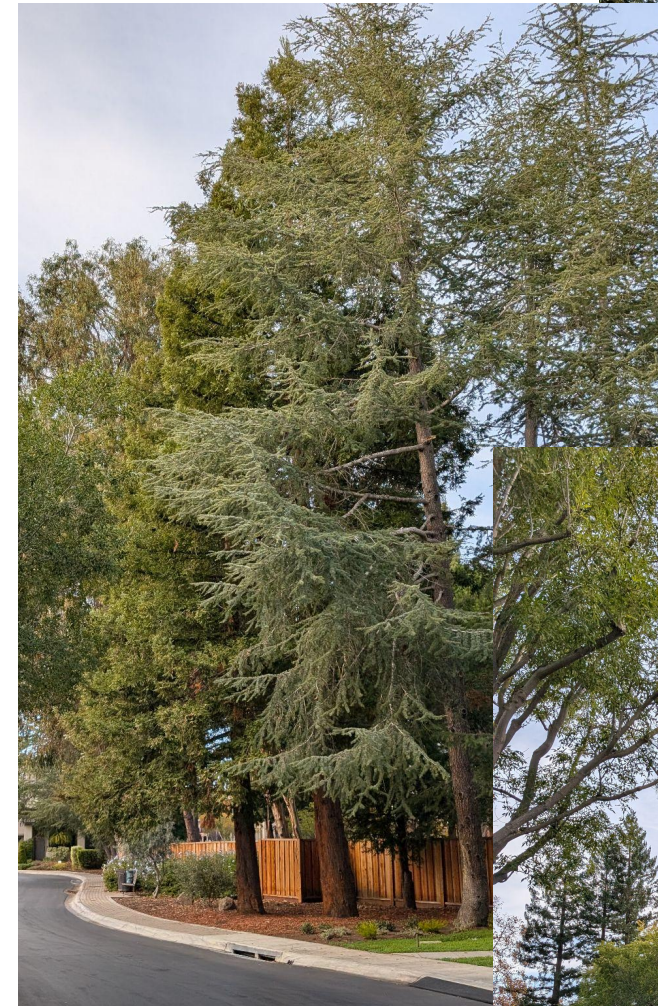
Habitat

They provide essential habitat and connectivity for wildlife along the creek corridor.

Resilience

Large root systems reduce runoff and erosion risks—critical factors for a creekside property.

Nearby projects (e.g., Paulson Cir. across the street, pictured here) prove Menlo Park can build housing while designing around major trees. We can do it here too.



A Timeline and Expert Input

We have provided suggested changes, some of which have been explored, however a full arborist review was not possible in the time allowed. The lack of clear communication of deadlines from City staff, Thanksgiving, and the American Society of Consulting Arborist Conference hampered our efforts in retaining an arborist that could meet the arbitrary deadline the city provided, despite interest from several

November 17: dropped off appeal form, tried to pay, but City didn't know how to process it

November 19: dropped off check and City confirmed they will "start the appeal process"

November 24: first communication from the City providing me background

December 3: met with developer and City

December 5: developer came up with a way to save 1 tree and possibly a second

December 5: 4:30pm (a Friday) was told I have until 5pm on Monday to submit any expert input

December 8: 3:45pm, City set an "end of day" December 9 deadline for any presentation materials

Quotes responding from multiple contacted consulting arborists:

*"It appears they plan to remove almost all the trees on site, which **seems contrary to the intent of the tree protection requirements of Menlo Park**. Missing is any suggestion from the arborist as to how trees might be retained...I saw no suggestions that there were alternative designs that might preserve trees which should also need to be approved by the City...I am sure my fees would be at least several thousand dollars...At a minimum, **I suggest encouraging the City to require documentation of possible design changes and tree preservation methods required to entertain saving trees**. At this juncture, it appears City requirements for construction are being leveraged by the developers to support tree removal, as is typical." - Consulting Arborist 1*

*"I see there is a meeting on the 17th, and unfortunately we will not be able to provide any work product or opinion turned around by then. With our current workload, **we are booking new clients in February**. If you need a reputable, defensible third party opinion by the December date, you may be out of luck, as many of our colleagues are also closing down for the holidays." - Consulting Arborist 2*

*"This sounds like an interesting project, and within my wheelhouse. Unfortunately, **I won't be available to begin a new project with such as tight deadline of Dec 17**. In order to honor all my current commitments with the holiday schedule, I will be taking on new projects in the new year." - Consulting Arborist 3*

Requested Action: Scrutiny & Deferral

We ask the Commission to hold the applicant to the ordinance's standard of "reasonable effort."

1 Prove Alternatives
Ask applicant to demonstrate, with drawings and analysis, that tree preserving alternatives would physically preclude the scope of the project - a quick third-party arborist review does not suggest this has been met

2 Exhaust Preservation
Require the developer to look at each tree again as they did with tree 44 and consider alternative preservation approaches - what worked for one tree may work for others

3 Maximize Mitigation
If approved, expand scope of replacement trees to exceed the proposed 17. Plant 100% native species. Plant all 48" box trees.

APPEAL OF 68 WILLOW HERITAGE TREE REMOVAL

January 21, 2026 EQC Meeting

This document is supplemental to (not replacing) the initial appeal presentation provided to the city in December as it includes updates based on third-party arborist investigations



BACKGROUND

- **Issue:** Appeal of heritage tree removal at 68 Willow Road
- **Rationale:** Heritage canopy is “vital to the character and health of the city.” We should ensure preservation was considered and reasonable design alternatives were evaluated.

NEED FOR ALTERNATIVE DESIGN/COST ANALYSIS

- The city requested an alternative design/cost analysis plan from the applicant
- The applicant provided a “planting narrative” and high-level rationale for tree removal, but no alternative design, preservation, and costing estimates
- The city asked again and raised the need for such information in the case of an appeal
- No alternative design/cost analysis was provided

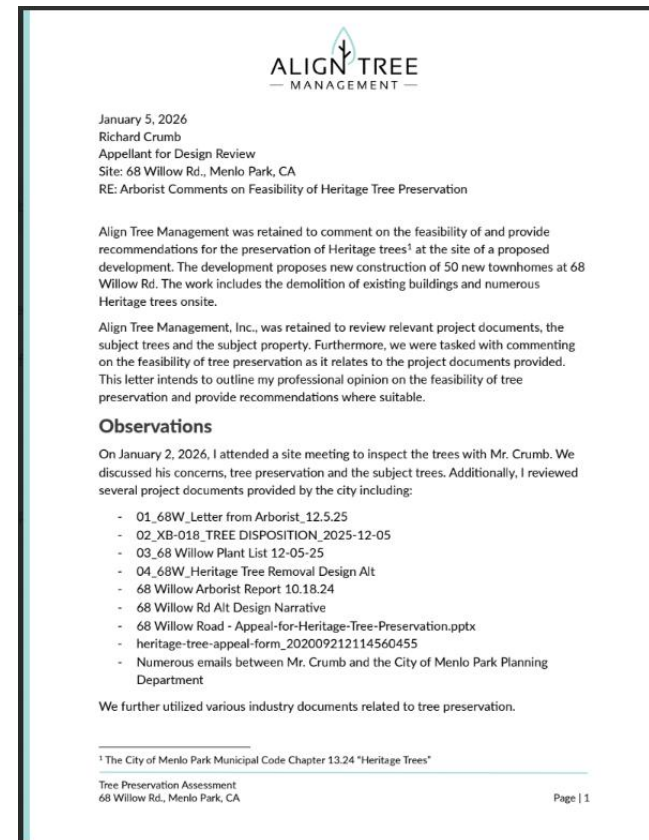


Conclusions:

- It is clear the applicant never considered preservation or evaluated alternative designs
- In the December 3, 2025 meeting with applicant, we asked about a certain cluster of trees and the response was: “don’t know, we’ll look into it.”
- In 2 days, the applicant was able to come up with ways to preserve two of the trees in question
- When we compared city-provided “typical” alternative design/cost analyses with applicant’s, it was clear they fell short of expectation

WHAT WE DID AND WHAT SHOULD HAPPEN

- **Actions taken:** engaged third-party consulting arborist (at our expense) to walk the site and provide independent perspective on preservation options; identified potential pathways for tree preservation (e.g., structural soil, hand digging, use of pressurized air, ramping, relocation of utilities, etc.)
- **Desired outcome:** require full alternative design/cost analysis for both tree preservation and modest adjustments to physical footprint; ensure any new plantings on site are large, 48” boxes and 100% native species
- **If not...** what is the purpose of the heritage tree ordinance? The city has guidelines it asked the applicant for input on, they were brushed off, and it became the burden of an appealing party to find preservation alternatives. If this is our process, then it is simply a waste of everyone’s time and money



Community Engagement Ad Hoc Subcommittee preliminary report

Commissioner Kissel, Chair McKenna, Vice Chair Meyer

January 21, 2026



Agenda

- Scope
- Strategies
- Communications and engagement
- Identifying stakeholders
- Messaging
- Other considerations
- EQC discussion

Scope

Research potential engagement with a comprehensive set of stakeholders and explore potential of a community taskforce with purpose of aligning City/community-wide efforts to achieve climate action plan (CAP) goals

Strategies

- Strategy #1 - Enhanced business-as-usual (BAU)
- Strategy #2 - Come join us!
- Strategy #3 - Can we talk?

Strategy #1 - Enhanced BAU

- Utilize existing City communication channels
 - Weekly digest, website, social media, sign boards, flyers at city facilities, community events, etc.
 - Create CAP-focused materials / content
 - Find right messaging / language
 - Stakeholder specific or same general messaging/language to all?
 - What would work to inspire stakeholder action towards achievement of CAP goals?
 - Is the message about climate or other co-benefits?
 - Connect stakeholders to available resources (technical and financial)

Strategy #2 - Come join us!

- Organize group meetings to gather stakeholders together in “same room”
 - Build awareness of CAP goals and inspire action
 - Determine barriers and solutions
 - Create consensus and “buy-in”
 - Establish accountability, track progress
 - Provide support and resources
 - Consider policy/programs
- Considerations
 - Poll for interest
 - How to recruit stakeholders
 - Logistics - how to organize meetings, where located, how often, who leads (City, volunteers, or third-party)
 - Meeting topics align with CAP goals (buildings, transportation/electric vehicle (EV) charging infrastructure, adaptation/resiliency, food)

Strategy #3 - Can we talk?

- Build “small” leadership team to create a canvassing / outreach program
- Establish subcommittees specific to each stakeholder group
- Develop messaging, talking points, resources guide
 - Focus on CAP goals (buildings, transportation, adaptation/resiliency)
 - Food?
- Knock on doors (“deep canvassing”) and set up meetings with stakeholders
 - Engage with existing CBO’s & community groups / presentations & listening sessions
 - Canvassing also presents opportunity to recruit more canvassers

Communications and engagement

- Communications
 - Focused on outbound information to stakeholders
 - How to obtain stakeholder contact info
 - Different stakeholder groups prefer/utilize different channels
- Engagement
 - Stakeholders often engage later in the process, how to effectuate early and sustained engagement
- How do other jurisdictions communicate with and engage stakeholders?

Identifying stakeholders

- Who will be in the conversation?
 - Renters, homeowners, small business owners/associations, large corporations, restaurants, commercial building owners, apartment building owners, condominium owners/associations, schools/districts, PTA, youth/adult sports leagues, Stanford University, City leaders, City staff, contractors, PG&E/PCE, low-income residents, seniors, realtors/associations, community organizations, churches/religious organizations, youth/students
 - Are there any stakeholders missing?

Identifying stakeholders

- Leveraging existing community organizations (included but not limited to):
 - Menlo Spark, Menlo Together, 350 Silicon Valley, Climate Resilient Communities, Belle Haven Action, Belle Haven Empowered, Downtown Menlo Fund, Save Downtown Menlo, Sharon Heights Community Association, Chamber San Mateo County, Tarlton Properties/Menlo Labs, Felton Gables Homeowners Association, Menlo Swim & Sport, Junior League, waste collectors
 - Are there any community organizations missing?

Messaging

- What messages will resonate with the community and inspire participation / action?
 - Economic benefits
 - Health
 - Safety
 - Climate
 - Investing in our collective future
 - Cost of action will be far less than the cost of inaction (rising costs of damages from extreme weather events, insurance costs, health costs, food costs)
 - Togetherness (community)
 - Jobs
- Should there be different messaging for different stakeholders (or consistency to all)?

Other options and considerations

- What expectations should we hold around achieving the CAP goals?
- What role can other City of Menlo Park commissions play in efforts to engage community in climate action?
- Establish block captains?
 - Organize bulk buys
 - Neighborhood decarbonization
- Workforce/contractors - communications / engagement / training / job opportunities
- What role can youth/students/schools play?

EQC discussion

- Evaluate cost/benefit of each strategy
- Other ideas on ways to communicate / invite stakeholders?
- Who should lead Strategy #2/#3?
- Are there other strategies that should be considered?
- Have we identified all appropriate stakeholders?
- What is messaging that will engage the city-wide community to prioritize meeting the CAP goals?
- How can city staff better leverage our existing channels to improve communications on the CAP?

Thank you!

Final Report to be presented at future
EQC meeting.