

**CITY OF BELMONT
CITY COUNCIL AND BELMONT FIRE
PROTECTION DISTRICT BOARD OF
DIRECTORS**



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CITY COUNCIL SPECIAL MEETING AGENDA

Wednesday, February 23, 2022

10:00 AM

City Council Chambers

City Hall, One Twin Pines Lane, Belmont, California

TELECONFERENCE PARTICIPANTS

Councilmembers will participate by teleconference under Government Code Section 54953(e), and City Council Resolution 2021-007. All votes shall be by roll call.

The meeting will be broadcast live to Belmont residents on Comcast Cable Channel 27, streamed live via the City's website at www.Belmont.gov. The public may also attend the meeting in the City Council Chambers and address the council from the chambers. Social distancing must be practiced, and seating will be limited.

PUBLIC COMMENT:

To maximize time for live public comment, we encourage members of the public to provide comments by joining the City Council meeting via Zoom: For web, visit <https://belmont.gov.zoom.us/> select "Join" and enter Meeting ID: 95745673035. Use the **Raise Hand** feature to request to speak. You may rename your profile if you wish to remain anonymous.

For dial-in comments, call *67 1-(669) 900-6833 (your phone number will appear on the live broadcast if *67 is not dialed prior to the phone number), enter Meeting ID: 95745673035, and press *9 to request to speak. All public comments are subject to a 3-minute time limit unless otherwise determined by the Mayor.

If you wish to submit written public comment, you may send an email to cclerk@belmont.gov before the council considers the item. Please indicate the agenda item topic or agenda item number you wish to comment on in your email's subject line. Any public comment regarding agenda items that are received from the publication of the agenda through the meeting date will be made part of the meeting record, but will not be read during the Council meeting.

1. ITEMS OF BUSINESS

Persons wishing to orally address the Council on the items of business listed below will be given an opportunity to do so before or during the Councils consideration of the item.

2. GENERAL BUSINESS

A. Strategic Planning Workshop

Recommendation: 1.) that the City Council discuss the information presented at the workshop, identify any key projects or priorities for the upcoming year, and clarify if there are any new priorities that should be considered. Upon conclusion of the workshop, city staff will carry out a comprehensive review of the City's strategic plan to ensure that the new priorities and any relevant revisions are made to the plan. Also, staff will utilize the plan in the Budget Process for the coming fiscal year. During the Budget Process, departments will identify the Priorities (projects/initiatives) that they will be able to accomplish, given the capacity of staffing, and additional needs or organizational changes will be identified for consideration by the Council.

2.) that the City Council either confirm the Vision and Values Statements or identify specific modifications that can be incorporated into a revised version of the document(s).

3.) that the City Council by motion determine which, if any, meetings they would like to cancel in 2022.

4.) that the City Council review the Council Protocols and Code of Conduct.

Attachment(s):

[Staff Report](#)

[Organizational Chart 2022](#)

[2020Belmont_StrategicPlan](#)

[Strategic Plan Dashboard](#)

[SFA past year accomplishments and one to two year initiatives](#)

[Mission, Vision and Values Statement](#)

[CityCouncilProtocols](#)

[CodeofEthicsandConduct.pdf](#)

[2022 City Calendar](#)

3. ADJOURNMENT

If you need assistance to participate in this meeting, please contact the City Clerk at (650) 595-7413. The speech and hearing-impaired may call (650) 637-2999 for TDD services. Notification in advance of the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

Meeting information can also be accessed via the internet at: www.belmont.gov. All staff reports will be posted to the web in advance of the meeting, and any writings or documents provided to a majority of the City Council/District Board or Commission regarding any item on this agenda will be made available for public inspection in the City Clerk's Office, One Twin Pines Lane, during normal business hours and at the Council Chambers at City Hall, Second Floor, during the meeting.



STAFF REPORT

Meeting Date: February 23, 2022
Agency: City of Belmont
Staff Contact: Eric Engelbart, Assistant City Manager
Agenda Title: 2022 Strategic Planning Workshop
Agenda Action: Discussion & Direction

Summary

On March 11, 2020, the City Council conducted a community visioning and strategic planning workshop, which was facilitated by a consulting firm specializing in leadership and organizational performance. The workshop provided an opportunity for the Councilmembers to establish Council norms, reflect on accomplishments from the past year, receive an update on the progress on the Council priorities and develop a new 5-year Strategic Plan. The Strategic Plan that resulted from that meeting was subsequently adopted in May 2020 and revisited on January 25th of last year for the 2021 calendar year.

The purpose of a strategic plan is to address both the current and anticipated needs for the City. Successful organizations have a clear vision of where they are going and how they intend to achieve their mission. The City's budget is directly linked to the principles and goals of the City priorities to show residents how city resources are allocated to meet the community's vision and goals.

The Strategic Planning Session process is further intended to assist the City Council in developing a future focus, discuss issues and opportunities facing the community, set strategic directions and determine specific priorities. The Council's strategic focus also provides a clear message to City staff as to what the Council aims to accomplish in the upcoming planning period. Additionally, this plan can provide valuable direction for development of the annual budget and capital improvements program, allocation of staff resources, and other important city functions.

The current strategic plan includes the following five City Council focus areas with supportive goals as its roadmap for action over the next 3-5 years:



**Infrastructure
& Mobility**



**Economic
Development
& Housing**



**Fiscal &
Organizational
Sustainability**



Public Safety



Quality of Life



Since the strategic plan was first adopted in May 2020, the City of Belmont has experienced many challenges. Nevertheless, the organization has successfully navigated those challenges and achieved many accomplishments for which it can be proud.

Major progress has also been made in achieving the City Council's priorities, despite numerous national, state, and local emergencies that have occurred over the last year. City staff remain dedicated to facing the financial challenges ahead and building the foundation for a sustainable future for our community. Much of the progress reported as part of this exercise will showcase our diligence to find and implement cost-savings, build organizational efficiency, and continue the pursuit of economic development initiatives.

Process

A “typical” Council Strategic Planning Workshop should include the following components:

- ❖ Review of recent major accomplishments
- ❖ Identification and discussion of issues, concerns, trends and opportunities that may affect future city services, programs, policies, finances or operations
- ❖ Identification of on-going priorities.
- ❖ Identification and discussion of significant programs, policies, projects, or initiatives that the city should consider in the next few years
- ❖ Review of goals and objectives for upcoming 12 to 24-month period
- ❖ Implementation planning

Some topics the City Council may wish to consider as we discuss the Strategic Focus Areas for the upcoming planning horizon include:

- ❖ What significant policy issues might be facing the City over the next year?
- ❖ Accomplishments during the last year.
- ❖ Challenges facing the City.
- ❖ What does the Council hope will be achieved within the next 3 to 5 years?
- ❖ What is the Council’s vision for the community?
- ❖ What top goals and actions do you think the City should focus on in the coming 2-years?

This year’s planning session is intended to provide an update on the status and benchmarks regarding these priorities, along with a status update on key actions on specific goals and actions to complete the strategic plan objectives.

Recommendation

It is recommended that the City Council discuss the information presented at the workshop, identify any key projects or priorities for the upcoming year, and clarify if there are any new priorities that should be considered. Upon conclusion of the workshop, city staff will carry out a comprehensive review of the City’s strategic plan to ensure that the new priorities and any relevant revisions are made to the plan. Also, staff will utilize the plan in the Budget Process for the coming fiscal year. During the Budget Process, departments will identify the Priorities (projects/initiatives)



that they will be able to accomplish, given the capacity of staffing, and additional needs or organizational changes will be identified for consideration by the Council.

Review and Confirm the City of Belmont's Mission, Vision & Values Statements

The City has a long-standing Vision and Value Statement that has helped guide the development of the Council Priorities, General Plan and the City Budget. As we have discussed during previous Priority Setting Workshops with the Council, it is important that the City's Vision Statement, Priority Setting Process and ultimately the City's Budget are connected. In 2017 the Council modified the Vision Statement because of the priority process. The text of the current Mission, Vision and Values Statement is attached to help guide the discussion of the SFAs.

Recommendation

It is recommended that the City Council either confirm the Vision and Values Statements or identify specific modifications that can be incorporated into a revised version of the document(s).

Council Meeting Schedule (Summer, and December)

The City Council has traditionally canceled at least one or two meetings for a summer recess in either July or August. Given the early August deadlines set by the Registrar of Voters for submission of legally required ballot measure paperwork requiring Council action, staff recommends that the City Council consider canceling one or more of the following meeting dates in August, which would leave Council meeting dates available for elections-related actions in July:

- ❖ August 9th
- ❖ August 23rd

Additionally, it's worth noting that Rash Hashanah falls on September 26-27 of this year and so staff seeks direction as to whether that would warrant a cancellation of the September 27th meeting. Lastly, staff would ask Council to also consider canceling the second meeting in December, which falls on December 27th this year, during the annual holiday closure of city offices.

Recommendation

It is recommended that the City Council by motion determine which, if any, meetings they would like to cancel in 2022.

Annual Review of Council Protocols, and Code of Conduct

The City Council Protocols were adopted by the Council in August of 2016 and amended in April 2020. The Code of Ethics and Conduct for Elected and Appointed Officials was amended by the Council in February of 2017. No revisions are being proposed by staff for Council consideration, unless otherwise directed by the City Council.

Attachments:

City Organization Chart

City of Belmont Strategic Plan 2020

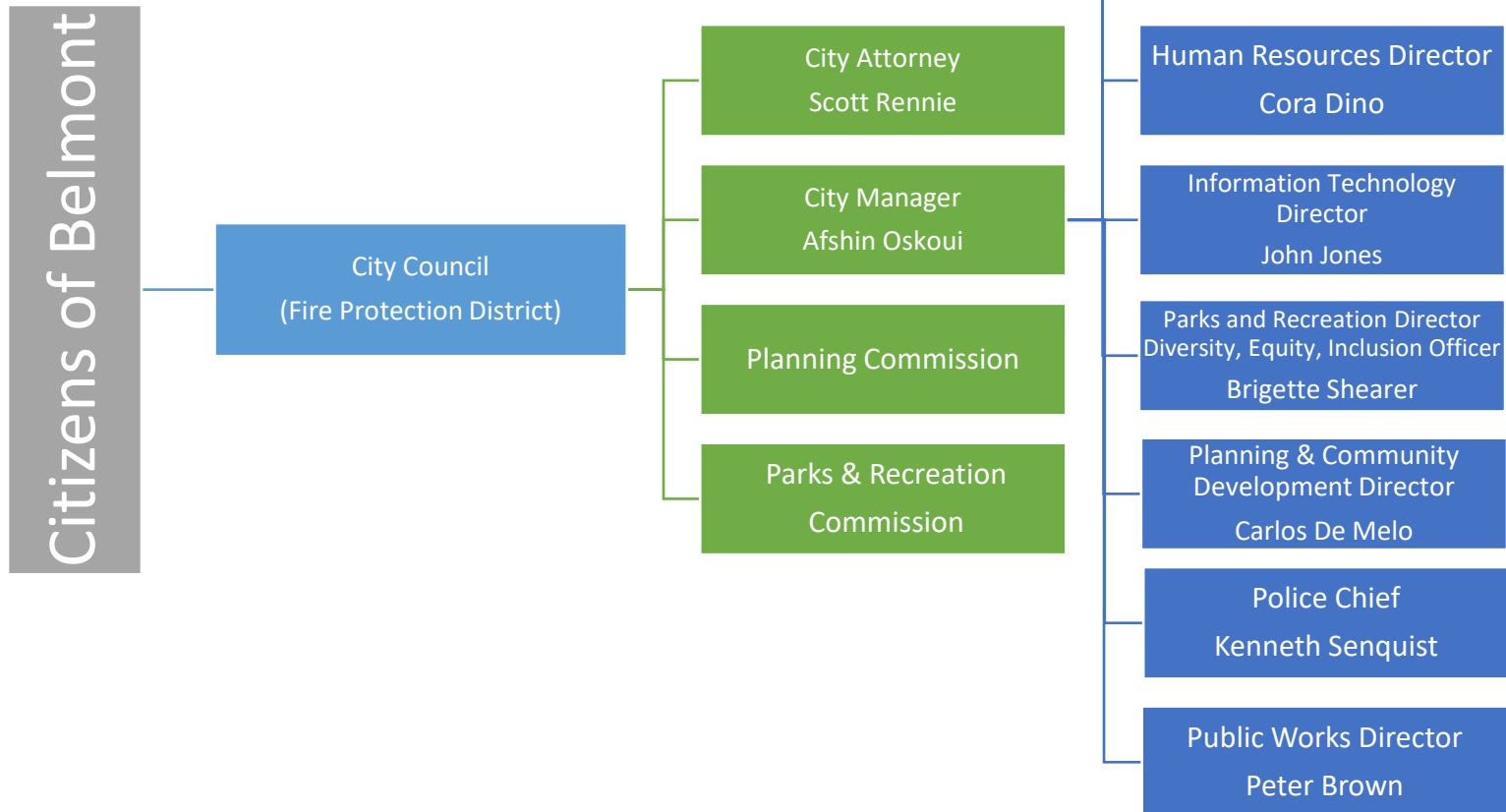
Dashboard of Key Strategic Objectives and Supporting Initiatives Deliverables

Mission, Vision and Values Statement



Council Calendar (Summer and December and Holidays)
City Council Protocols
Code of Ethics and Conduct

CITY OF BELMONT





CITY OF **BELMONT**

2020
STRATEGIC PLAN



To the Belmont Community

On Wednesday March 11, 2020, the City Council and City's Executive Leadership team participated in a community visioning and strategic planning workshop. Although the current global health crisis casts a shadow on our daily activities, the City Council and City staff were engaged in this robust planning discussion to help guide and develop a Strategic Plan to lead us into the next 2 to 3 years and beyond.

Through disciplined leadership and guidance, the City is presently on positive financial footing in the near term. However, given the current events, there are some storm clouds forming which means we need to continue our vigilance, be intentional and thoughtful about how we continue to provide our quality services which the community is accustomed to, while allocating resources to align with our vision and goals to continue with the effective use of your tax dollars.

The day's collaborative and productive discussions to address Belmont's critical issues generated five Strategic Focus Areas to build on our continued momentum and success. A unified vision for the future uses the City's vision and the following City Council focus areas as its roadmap for action over the next 3-5 years, as highlighted below.



Now comes the fun part: rolling up our sleeves and getting to work with unified leadership, a talented workforce, and an involved citizenry. Communication strategies that encourage transparent and consistent dialogue will be an integral part of implementing the Strategic Plan's initiatives. We will provide regular updates to the Council and community on each focus area and initiatives through each fiscal year. While there are many projects within city departments that support these focus areas, the Strategic Plan features the highest priority outcomes. As we lead into the future to keep Belmont a great city as a thriving and sustainable community for all, we look forward to your support and participation!

Respectfully Yours,

Afshin Oskoui, P.E., PWLF
City Manager

Definitions

MISSION

Purpose or reason for being

VISION

Aspirations; picture of our desired future

VALUES

Fundamental beliefs or guiding principles that drive our behaviors

STRATEGIC FOCUS AREAS

Broad, most critical areas of focus for the continuing success and sustainability of the City

GOALS

Desired result or end-point needed to support each SFA

OBJECTIVES

Specific and measurable actions to achieve the goal



MISSION

To enrich the quality of life for our community with the services provided for a safe, fulfilling and vibrant life.



VISION

We are celebrated for enhancing:

- Distinctive community character
- Easy mobility
- Natural beauty
- Thriving culture
- Thriving economy

VALUES

- Our citizens – our top priority
- Our employees – our most important resource
- Honesty, integrity, respect and ethics
- Open government
- Fiscal responsibility
- Quality services
- Continuous improvement
- Teamwork and partnerships

STRATEGIC FOCUS AREAS

- Infrastructure and Mobility
- Economic Development and Housing
- Fiscal and Organizational Sustainability
- Public Safety
- Quality of Life



STRATEGIC FOCUS AREA

INFRASTRUCTURE & MOBILITY



GOALS

A transportation, facilities, and infrastructure system that maintains and improves our community to meet current and future demand.

OBJECTIVES

Enhance multi-modal transportation

1. Implement Ralston & ADLP Corridor Plans.
2. Plan and implement BVSP Mobility Plan.
3. Advance Ped & Bike Masterplan.
4. Develop and implement Transportation Demand Management (TDM).
5. Continue to identify and address trends to inform traffic management approach and solutions through PTSC process (3Es) and Mobility/Capital Plans.

Advance pavement and street improvements

1. Advance rolling 5-year community-wide street pavement maintenance (Measure I & SB1 funding).

Advance sewer and stormwater system improvements

1. Complete updates to Sewer and Stormwater Master Plans.
2. Continue progress with sewer system improvement program.
3. Advance stormwater improvement priority repairs (Measure I).

Improve parks and facilities

1. Address Belmont Community Center improvements.
2. Advance athletic field improvements.
3. Assess facilities' needs.



STRATEGIC FOCUS AREA

GOALS

OBJECTIVES

ECONOMIC DEVELOPMENT & HOUSING



Local business, land use, and housing policies that support economic development, downtown revitalization and diversity of housing choices.

Implement Economic Development strategy

1. Establish an economic development framework, identify and prioritize specific community benefits that the City would like to implement.
2. Identify existing and new funding sources for economic development program activities, prioritize expenditures and leverage City funds and assets with state or federal programs.
3. Establish strong relationships and regular communication with community partners, including Belmont Chamber of Commerce, government and educational institutions and business community leaders.
4. Explore new tools for direct engagement with the Belmont business community.

Coordinate housing and land use

1. Ensure land use policies and practices support a diversity of housing choices, leverage existing affordable housing assets, and increase options for affordable housing.
2. Engage in long range/advanced planning projects to facilitate TOD related housing and economic development and establish a specific Plan Area for the Unincorporated Harbor Industrial Association (HIA).
3. Prepare and implement the 2022-2029 Housing Element in compliance with new housing laws.
4. Continue with implementation strategy/plan for the GP and BVSP.
5. Coordinate multi-department/stakeholder team to address timely major development applications (e.g. CD, PW, CA, ED&H).
6. Consider and adopt short-term residential rental rules.



STRATEGIC FOCUS AREA

GOALS

OBJECTIVES

FISCAL & ORGANIZATIONAL SUSTAINABILITY



Long-term financial stability and investment in our employees to strengthen organizational development and effectiveness.

Ensure fiscal/revenue sustainability

1. Maximize existing sources of revenue, identify new revenue sources to maintain financial stability.
2. Invest in systems and process to promote innovation, effectiveness, and financial stewardship.
3. Secure ongoing funding for sewer, storm, streets, facilities, and parks to address deferred maintenance and future capital needs along with a plan to support critical public services.
4. Use Measure I/SB1 funding to advance infrastructure projects.
5. Evaluate development impact fees for new development infrastructure and services.

Strengthen organizational development

1. Develop recommendations and implementation work plan to address talent management, succession planning, workforce planning, and employee/career development.
2. Provide equipment, technology, and resources to employees to ensure high level of service delivery to our community.
3. Create a culture that assures employees are valued, that leadership promotes innovation, creative problem solving, outstanding customer service, and encourages employee engagement.
4. Develop and capture institutional knowledge documenting processes and procedures in anticipation of retirements and turnover to ensure continuity of services to the community; and opportunity to improve those processes and procedures.



STRATEGIC FOCUS AREA

GOALS

OBJECTIVES

PUBLIC SAFETY



Forward-thinking public safety services aligned with community needs including civic engagement, partnerships, and public education.

Ensure public safety - Police and Fire

1. Maintain strong community outreach, and align public safety services with community needs.
2. Engage in succession planning.
3. Enhance internal and external communication.
4. Leverage technology and innovation to protect the community against all risk and threats.
5. Develop a financial plan and replacement strategy for Fire Station 15.



STRATEGIC FOCUS AREA

GOALS

OBJECTIVES

QUALITY OF LIFE



Maintain and enhance Belmont's character and quality of life in our community.

Improve Parks & Recreation programs and facilities

1. Complete Barrett Community Center Master Plan.
2. Complete Parks, Recreation, and Open Space Master Plan.
3. Deliver accessible, inclusive, age-friendly services, programs, and facilities.

Promote place-making

1. Promote an environment that encourages arts, consider art in public places and within new development.
2. Explore funding and creative solutions for place-making within public spaces for all ages.
3. Design and implement a City branding effort, inclusive of community signage/wayfinding and gateway features in line with GP/BVSP objectives.
4. Develop public streetscape design standards to enhance place-making in BVSP.

Expand communication and outreach

1. Develop and expand comprehensive public information and engagement strategy.
2. Conduct outreach and community education about city services, areas of cost, and financial resources.



Acknowledgments

Mayor and City Council

Warren Lieberman, Mayor
Charles Stone, Vice Mayor
Davina Hurt, Councilmember
Julia Mates, Councilmember
Tom McCune, Councilmember

Executive Leadership

Afshin Oskoui, City Manager
Scott Rennie, City Attorney
Thomas Fil, Finance Director
Cora Dino, Human Resources Director
John Jones, Information Technology Director
Carlos de Melo, Planning & Community
Development Director
Brigitte Shearer, Parks & Recreation Director
Peter Brown, Public Works Director
Tony Psaila, Police Chief
Ray Iverson, Fire Chief, San Mateo Consolidated Fire

Staff

Terri Cook, City Clerk
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Housing Manager
Nawel Voelker, Finance Department
Jozi Plut, City Manager's Office

Facilitator

Michele Tamayo, Tamayo Group, Inc.

Graphic Design

JPW Communications



● Meeting or ahead of target

● Slightly behind target

● Behind target

● Complete

STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS MILESTONES
INFRASTRUCTURE & MOBILITY A transportation, facilities and infrastructure system that maintains and improves our community to meet current and future demand. 	ENHANCE MULTI-MODAL TRANSPORTATION				
	1. Implement Ralston & ADLP Corridor Plans	Ralston Corridor Segment 3:			
		Complete Design	Q1 2021	Complete	Milestone achieved
		Advertise Construction Contract	Q2 2021	Complete	Milestone achieved
		Complete Construction	Q4 2021	Behind target	Completion is expected in Q2 2022 (Contractor delays)
		ADLP Corridor Improvements:			
		Begin design	Q3 2020	Complete	Milestone achieved
		Completed Design	Q1 2023	Meeting or ahead	Meet with Four-Corners Committee in April to provide project update.
	2. Plan and implement BVSP Mobility Plan				
		Feasibility Study for O'Neil Grade Separated Crossing:			
		Begin Study	Q4 2022	Meeting or ahead	Project schedule dependent on Artisan Crossing project development timeline and payment of Dev. fees
		Complete Study	Q4 2023	Meeting or ahead	
		Complete Study	Ongoing	Meeting or ahead	
		Implement the City's sidewalk installation Policy	Ongoing	Meeting or ahead	tally 21 sidewalk policy installations
	3. Advance Ped & Bike Masterplan	Seek grant/other opportunities to add/enhance bike lanes and sidewalks	Ongoing	Meeting or ahead	\$175k applied for in Dec 21
	4. Develop and implement Transportation Demand Management	Council Approval of TDM			
		Implement plan in conjunction with new development	Ongoing	Meeting or ahead	
	5. Continue to identify and address trends to inform traffic management approach and solutions through PTSC process (3Es) and Mobility/Capital Plans	Neighborhood Traffic Calming Policy			
		Develop draft Policy and Present to BPAC	Q4 2021	Behind target	Delayed due to budget freeze/reductions
		Present Policy to City Council	Q4 2021	Behind target	Delayed due to budget freeze/reductions
		Implement Policy	Q1 2022	Behind target	Delayed due to budget freeze/reductions
		Address residents request through PTSC and provide annual updates to City	Q2 2022	Behind target	Delayed due to budget freeze/reductions
			Ongoing	Meeting or ahead	
	ADVANCE PAVEMENT & STREET IMPROVEMENTS				
	1. Advance rolling 5-year community-wide street pavement	Pavement Management PCI Update			
		MTC Scope of Work Approval	Q2 2021	Complete	
		Perform Condition Assessment	Q4 2021	Complete	
		Present Pavement Condition Report to City Council	Q2 2022	Complete	
		2019 Pavement Project Phase II Complete Construction	Q2 2020	Complete	Construction Completed
		2020 Pavement Reconstruction Project			
		Advertise Construction Contract	Q2 2020	Complete	Re-advertisement in Q1 2021 - saved \$600k
		Complete Construction	Q4 2021	Complete	Project Complete
		2021 Pavement Maintenance Project			
		Advertise Construction Contract	Q2 2021	Complete	Construction beginning
		Complete Construction	Q3 2021	Complete	Project Complete
		Update 5-year Pavement Program (2021-2026)	Q2 2021	Complete	Presented the Plan at the May 11th City Council Meeting
		2022 Pavement Reconstruction Project			
		Advertise Construction Contract	Q1 2022	Meeting or ahead	Project is on track.
		Complete Construction	Q3 2022	Meeting or ahead	
		2022 Belmont Preservation Project (LSR), 8 streets			
		Advertise Construction Contract	Q2 2022	Meeting or ahead	Project is on track.

● Meeting or ahead of target

● Slightly behind target

● Behind target

● Complete

STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS MILESTONES
Local business, land use and housing policies to support economic development, downtown revitalization and diversity of housing choices. 		Complete Construction	Q3 2022	Meeting or ahead	
	ADVANCE SEWER & STORM IMPROVEMENTS				
	1.Complete updates to Sewer and Stormwater Master Plans	Begin Study	Q4 2020	Slightly behind	The Sewer Master Plan project started in Q2 2021, the Storm Master Plan is expected to start in Q3 2021
		Complete Study	Q1 2022	Behind target	Completion is expected in Q4 2022
	2. Continue progress with sewer system improvement program	North Road Pump Station and Force Main Rehabilitation Project:			
		Begin Construction	Q1 2020	Complete	Milestone achieved
		Complete Construction	Q3 2021	Meeting or ahead	Construction is completed. Pending punch list items.
		El Camino Capacity Improvement Project:			
		Begin Design	Q2 2020	Complete	Milestone achieved
		Begin Construction	Q1 2021	Complete	
	3. Advance stormwater improvement priority repairs (Measure I).	Complete Construction	Q3 2021	Meeting or ahead	Construction is completed. Pending punch list items.
		Belmont Creek Restoration and Detention Basin Storage Project:			
		Update MOU with San Carlos, County of San Mateo and Flood Resiliancy District	Q3 2020	Complete	executed MOU w/ SC & County
		Begin preliminary design and environmental clearance	Q3 2020	Slightly behind	Total of 3 grants now secured for Belmont Creek Restoration (\$1m), Detention Basin Design (\$914k), Detention Basin CON (\$6m)
	Complete Environmental Clearance		Q4 2022	Meeting or ahead	
	IMPROVE PARKS & FACILITIES				
	1. Address Belmont Community Center improvements	Begin masterplan update of the Parks, Recreation and Open Space with community engagement	Q1 2022	Meeting or ahead	Project Launch, outreach, site assessment; Round 1 survey complete
	2. Advance athletic field improvements	Complete Belmont Sports Complex Synthetic Turf Improvement Project	Q4 2020	Complete	Project Complete
	3. Assess facilities’ needs	Conduct a city-wide Facility assessment	Q3 2021	Slightly behind	Prepare RFP
	ECONOMIC DEVELOPMENT & HOUSING	IMPLEMENT ECONOMIC DEVELOPMENT STRATEGY			
1. Establish an economic development framework, identify and prioritize specific community benefits that the City would like to implement	Develop a formal community benefit program/policy to identify the specific benefits the City would like to see occur, and outline development incentives the City is willing to offer (FAR, additional height, higher density, or financial contributions), to help guide the development process	Q2 2021	Slightly behind	The Economic Development Task Force reviewed options for a Community Benefits Program/Policy and made preliminary recommendations to the City Council in January 2022. Next steps include a study session with Council and adoption of a formal policy. ED Consultant RSG will provide support.	
	2. Identify existing and new funding sources for economic development program activities, prioritize expenditures and leverage City funds and assets with state or federal programs	Explore opportunities to create a Strategic Economic Development Incentive Fund; sources could include asset sales, new financing tool revenues, or other dedicated revenue streams. The fund will be structured so money can be replenished after making an investment	Q4 2021	Slightly behind	Continue to diversify and enhance City-wide revenues, identify funding priorities, and explore funding strategies focused on economic development activities.
	3. Establish strong relationships and regular communication with community partners, including Belmont Chamber of Commerce, government and educational institutions and business community leaders	Participate in Chamber of Commerce operational activities; develop an Economic Development recurring newsletter; explore business visitation program options.	Q4 2020	Meeting or ahead	Ongoing engagement with Belmont Chamber of Commerce and the San Mateo County Chamber of Commerce to focus on business retention and expansion. Spring 2022 initiate participation in the Choose Local SMC phone shopping app to support local small businesses.

DASHBOARD OF KEY STRATEGIC OBJECTIVES AND
SUPPORTING INITIATIVES DELIVERABLES

● Meeting or ahead of target

● Slightly behind target

● Behind target

● Complete

STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS MILESTONES
	4. Explore new tools for direct engagement with the Belmont business community	Initiate Ad-Hoc Economic Development Advisory Committee to support COVID-19 Business Recovery and Reopening Efforts	Q3 2020	Meeting or ahead	The Economic Development Task Force met six times from October through January 2022, and presented a series of recommendations and ideas to the City Council 1/25/22. Next steps include preparing a revised ED Action Plan, reviewing priorities with the City Council, and continue to keep stakeholders engaged with enhanced communications.
	COORDINATE HOUSING & LAND USE				
	1. Ensure land use policies and practices support a diversity of housing choices, leverage existing affordable housing assets, and increase options for affordable housing	Complete sale of vacant Housing Successor real property assets and reinvest proceeds into affordable housing projects.	Q2 2022	Slightly behind	Through an RFP process a realtor has been selected and sale of three properties is expected to close by June 2022. These funds will be available for contribution to affordable housing projects.
		Complete RHNA-6 Methodology Process; Complete General Plan Housing Element Update.	Q4 2022	Meeting or ahead	The Draft Environmental Impact Report (EIR) and Housing Element will be available April 1, 2022 for public comment period. Public Hearings to consider adopting the EIR and HE are expected in June 2022, after which they will be provided to the State Department of Housing and Community Development for review/comments. Final certification is expected in late 2022.
	2. Engage in long range/advanced planning projects to facilitate TOD related housing and economic development and establish a specific Plan Area for the Unincorporated Harbor Industrial Association (HIA)	Multi-year effort to evaluate and implement land use/density/intensity increases in the following areas. Project will include extending BVSP development standards to areas 2 & 3, and establishing a new Specific Plan for HIA area. Project will accelerate after Belmont RHNA number confirmation & completion of housing opportunity sites analysis for 2023-2030 Housing Element (Target Q1 2021).	Q4 2022	Meeting or ahead	City Council approved resolutions to accept state grant funds for planning activities related to increasing housing (early 2020 and mid-2020). Work on a Programmatic EIR has started that will support the Housing Element Update, but also support amendments to the General Plan and BVSP. Rezoning of properties along ECR and Old County Road is anticipated to be done in 2022. Planning activities for the HIA and development of a long-term vision will accelerate in response to anticipated commercial redevelopment (i.e. Biotech/Life Science) projects along Harbor Blvd. The area does not need to be rezoned to meet our RHNA allocation.
		1) BVSP			
		Start	Q1 2021	Meeting or ahead	Zoning amendments contemplated in the Housing Element EIR Project Description.
		Completed	Q4 2022	Meeting or ahead	
		2) ECR North & South of BVSP			
		Start	Q1 2021	Meeting or ahead	Zoning amendments contemplated in the Housing Element EIR Project Description.
		Completed	Q4 2022	Meeting or ahead	
		3) North Old County Road			
		Start	Q1 2022	Meeting or ahead	Zoning amendments contemplated in the Housing Element EIR Project Description.
		Completed	Q4 2023	Meeting or ahead	
		4) Harbor Industrial Area (HIA)			
		Start	Q1 2022	Meeting or ahead	Ongoing communications between City team and County/LAFCO staff.
		Completed	Q4 2024	Meeting or ahead	

DASHBOARD OF KEY STRATEGIC OBJECTIVES AND
SUPPORTING INITIATIVES DELIVERABLES

● Meeting or ahead of target

● Slightly behind target

● Behind target

● Complete

STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS MILESTONES
	3. Prepare and implement the 2023-2030 Housing Element in compliance with new housing laws	Complete 2023-2030 Housing Element. Effort will include: 1) Housing Needs Assessment, 2) Constraints, 3) Housing Resources, 4) Past Accomplishments & New Goals, Policies, and Programs.	Q4 2022	Meeting or ahead	Work in process. Summer 2021 activities include launching a new website, community engagement, and EIR work.
	4. Continue with implementation strategy/plan for the GP and BVSP	Multi-year effort to implement policies and actions from 2035 GP & BVSP. Early actions focus on Placemaking projects (Signage/Wayfinding, Streetscape Design, and Public Art Master Plan) and street improvement projects. Complete Placemaking projects.	Q2 2021	Behind target	City Adopted Public Arts Masterplan Q4 2020. PC/PR Study Sessions conducted Winter 2020 for Signage/Wayfinding and BVSP Streetscape Design programs; survey for Public Engagement to be released in Feb 2022. PC/CC review and adoption of programs targetted for Q2 2022.
	5. Coordinate multi-department/stakeholder team to address timely major development applications (e.g. CD, PW, CA, ED&H)	Initiate assessment of development review system to identify process improvements for both small & large scale development. Evaluation will focus on pre-application review, project intake, completeness review, third-party resource inputs, preparation of COA's, coordination of entitlement approvals, construction permits/issuance, and inspections/final signoffs (stakeholder team includes CD, PW, CA, ED&H). Anticipate a 1-year duration for process completion.	Q1 2022	Slightly behind	Internal stakeholder kickoff was initiated in Q1 - 2021. Tagged as "One Belmont" Initiative. Staff work in the Community Development, Public Works & Economic Development Departments is focused on the priorities identified in this plan. Significant increase in (and required attention to) current development activity has constrained progress.
	6. Consider and adopt short-term residential rental rules	Conduct research, coordinate outreach, and prepare short-term rental regulations Ordinance. Conduct public hearings.	Q2 2021	Behind target	On hold, pending further evaluation of options and conversation with City Council on scope of the need.
FISCAL & ORGANIZATIONAL SUSTAINABILITY Long-term financial stability and investment in our employees to strengthen organizational development and effectiveness.	ENSURE FISCAL/REVENUE SUSTAINABILITY				
	1. Maximize existing sources of revenue, identify new revenue sources to maintain financial stability	Annual update to Master Revenue Schedule reflecting full cost recovery consistent with Council policy. Review opportunities for new and/or enhanced revenues	Ongoing	Meeting or ahead	Conducted Community polling and dialogue about priority services as part of the FY 2022 Annual Budget process. Advanced business license tax fairness and modernization update, TOT update. Continue to explore commercial cannabis activities and ensuring developers pay their fair share via a Community Facilities District to support citywide services.
	2. Invest in systems and process to promote innovation, effectiveness, and financial stewardship	Cloud deployment of Payments Management System (Accounts Payable)	Q2 2021	Complete	Project canceled and will be reevaluated as part of a broader future Financial System ERP evaluation.
		Cloud deployment of MS Dynamics 365 ERP	Q4 2023	Meeting or ahead	Research continues.
	3. Secure ongoing funding for sewer, storm, streets, facilities, and parks to address deferred maintenance and future capital needs along with a plan to support critical public services	Review opportunities for new and/or enhanced revenues	Q2 2020	Meeting or ahead	Advanced efforts in Sewer Master Plan to ensure sufficient funding for sewer and stormwater improvements, explore sewer bond debt refunding opportunities to maximize savings.
	4. Use Measure I/SB1 funding to advance infrastructure projects	Maximize utilization of Measure I/SB1 funding consistent with approved CIP	Ongoing	Meeting or ahead	Enhanced funding included in the adopted budget for streets and storm water infrastructure improvements.
	5. Evaluate development impact fees for new development infrastructure and services	Finalize recommendations of consultant and review impact fees with City Council	Q3 2020	Complete	Traffic Impact Fee and Public Art In-Lieu Fee adopted Q3 2020.
	STRENGTHEN ORGANIZATIONAL DEVELOPMENT				

DASHBOARD OF KEY STRATEGIC OBJECTIVES AND
SUPPORTING INITIATIVES DELIVERABLES

● Meeting or ahead of target

● Slightly behind target

● Behind target

● Complete

STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS MILESTONES
	1. Develop recommendations and implementation work plan to address talent management, succession planning, workforce planning, and employee/career development	Create a work plan that outlines the following: 1) Inventory of existing talent & attributes 2) Assessment of future talent needs based on departmental requirements and ability to accomplish goals/objectives 3) Identify gaps/deficiencies 4) Create a plan to address such gaps. 5) Develop talent acquisition strategies 6) Implement strategies that prepare the workforce for internal career/advancement opportunities 7) Innovation search of external talent and specialized skills that does not exist in house in order to meet organizational goals and objectives.	Q3 2021	Meeting or ahead	Evaluate and initiate a work plan with the elements listed.
	2. Provide equipment, technology, and resources to employees to ensure high level of service delivery to our community	Introduce paperless processes by automating procurement and civic meeting document workflow.	Q1 2021	Slightly behind	A number of technology initiatives were fast-tracked and workflows pivoted to cloudbased due to COVID-19 Work from Home Health Orders
		Conduct comprehensive business process analysis to determine where technology solutions can replace existing manual intervention activities; specifically those requiring routing or signatures.	Q4 2021	Meeting or ahead	
		Migrate applications to cloud-based solutions to increase remote accessibility and functionality; ComDev for permitting/inspections, Lucity for PW asset management, etc.	Q1 2021	Complete	
	3. Create a culture that assures employees are valued, that leadership promotes innovation, creative problem solving, outstanding customer service, and encourages employee engagement	In collaboration with all senior management, create a culture that sends a message to employees they are indeed valued--by behavior, actions, and words; supportive of new ideas/thoughts in a safe environment; encouragement to go outside the box for better solutions to problems, the push for thinking and analysis of issues/problems; promotes and make clear that outstanding customer service is a way of being; encourage employee involvement.	Q3 2021	Meeting or ahead	
	4. Develop and capture institutional knowledge documenting processes and procedures in anticipation of retirements and turnover to ensure continuity of services to the community; and opportunity to improve those processes and procedures	All operational departments create/improve procedures and processes to ensure continuity of services; capture knowledge of those tenured employees for organizational history; documentation and organizational of files/documents; when appropriate and as opportunities arise, review and analyze new and better ways of doing business, adapting to the various external and internal changes, with the goal of improving the effectiveness and efficiency of processes.	Q3 2021	Meeting or ahead	

● Meeting or ahead of target

● Slightly behind target

● Behind target

● Complete

STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS MILESTONES
		Initiate Public Works Department agency accreditation through APWA to provide a means of formally verifying and recognizing compliance with the recommended practices set forth in the Public Works Management Practices Manual.	Q3 2020	Meeting or ahead	Accreditation application was submitted to the American Public Works Association in October 2020
PUBLIC SAFETY Forward-thinking public safety services aligned with community needs, including civic engagement, partnerships and public education. 	ENSURE PUBLIC SAFETY - POLICE & FIRE				
	1. Maintain strong community outreach, and align public safety services with community needs	Incorporate new position within the Support Services Division of the PD whose responsibilities will include community outreach efforts through social media	Q3 2022	Meeting or ahead	Due to proposed budget cuts/freeze, a new position has been put on hold. In the meanwhile, a new PIO Cadre was created. In addition, a Community Police Academy is developed and has been implemented.
		Evaluate options for vape and related product ban Ordinance	Q3 2020	Complete	New legislation will meet this goal.
		Evaluate options for Firearms Safe Storage Ordinance	Q3 2020	Complete	Completed - City Council Adopted an Ordinance Q3 2020
		Utilize the Community Risk Reduction Division to conduct public education and emergency preparedness through community engagement	Q2 2020	Meeting or ahead	In Progress through SM Consolidated Fire Dept.
	2. Engage in succession planning	Conduct promotions which will fulfill the desirable administrative team within the PD for succession planning purposes.	Q4 2021	Slightly behind	Promotions frozen do to budget freezes
	3. Enhance internal and external communication	Conduct community outreach and education for emergency preparedness	Q2 2020	Meeting or ahead	SMC Alert Campaign, Hi Lo video and Marshall Marshall's community outreach regarding wildland fire mitigation plan.
		Leverage technology to enhance communication through web based software and communication devices.	Q2 2020	Slightly behind	SMC Alert and the connection with Zonehaven project underway
	4. Leverage technology and innovation to protect the community against all risk and threats	Incorporate computer-simulation based training into the Operations division of the PD.	Q4 2022	Behind target	Virtra equip. purchase temporarily frozen due to budget cuts. Department using allied agencies equip to meet needs.
		Fully implement community risk reduction software platforms.	Q3 2020	Slightly behind	Wildland Mitigation Plan underway
		Collaborate with the San Mateo Consolidated Fire Department to reduce risk in areas susceptible to wildland fires, establish abatement standards and enforcement tools along with educational outreach	Q4 2021	Slightly behind	Wildland Mitigation Plan underway; Pilot Chipping program complete
	5. Develop a financial plan and replacement strategy for Fire Station 15	Evaluate sites for new fire station.	Q4 2021	Slightly behind	Funding included in BFPD's long-range financial plan.
QUALITY OF LIFE Maintain and enhance Belmont's character and quality of life in our community. 	IMPROVE PARKS & RECREATIONAL PROGRAMS AND FACILITIES				
	1. Complete Barrett Community Center Master Plan	Continue Belmont Community Center Design education and outreach efforts, subject to assessment of funding strategy and support	Q1 2021	Meeting or ahead	Prepare 2021 messaging; Prop 68 grant application submitted
	2. Complete Parks, Recreation, and Open Space Master Plan	Prepare Parks, Recreation and Open Space Master Plan	Q1 2022	Meeting or ahead	Project Launch, site assessment, Round 1 survey complete
	3. Deliver accessible, inclusive, age-friendly services, programs, and facilities	Continue to offer new and innovative recreational programs and services for all ages and abilities.	Ongoing	Meeting or ahead	Continue to develop in person and virtual programs for Summer and Fall seasons
	PROMOTE PLACE-MAKING				

DASHBOARD OF KEY STRATEGIC OBJECTIVES AND
SUPPORTING INITIATIVES DELIVERABLES

● Meeting or ahead of target

● Slightly behind target

● Behind target

● Complete

STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS MILESTONES
	1. Promote an environment that encourages arts, consider art in public places and within new development	Complete one public art installation	Q1 2021	Slightly behind	Prepare community sourced art program - mural and art at parks; library art box program completed
	2. Explore funding and creative solutions for place-making within public spaces for all ages.	Complete Public Art Master Plan to guide process and funding strategies for public art	Q1 2021	Slightly behind	Completed - Council approved Public Art Master Plan and Associated Development Standards and Fees. Staff is preparing guide for developers
	3. Design and implement a City branding effort, inclusive of community signage/wayfinding and gateway features in line with GP/BVSP objectives	Complete comprehensive City-Wide Signage/Wayfinding Program & Guidelines	Q2 2021	Behind target	Public Engagement (via survey) slated for Feb 2022; Commission & Council review of Signage/Wayfinding program targetted for Q2 2022.
	4. Develop public streetscape design standards to enhance place-making in BVSP	Complete Belmont Village Streetscape Design Guidelines	Q2 2021	Behind target	Public Engagement (via survey) slated for Feb 2022; Commission & Council review of BVSP Streetscape Design Guidelines targetted for Q2 2022.
	EXPAND COMMUNICATION & OUTREACH				
	1. Develop and expand comprehensive public information and engagement strategy	Complete Strategic Communications and Outreach Work Plan	Q4 2020	Complete	Numerous workshops held with senior staff and City Council - Communication Work Plan is scheduled for City Council consideration on Jan 26th, 2021 to support the implementation of communication priorities.
	2. Conduct outreach and community education about city services, areas of cost, and financial resources	Initiate near-term strategies recommended in adopted Work Plan	Q2 2021	Meeting or ahead	Virtual strategies have been put into place amid COVID-19 to ensure outreach continues through pandemic, including CM Updates, use of Zoom for city meetings and use of social media tools. Consultant Engagement to fully implement the Communication WorkPlan initiated in June 2021. Formed a Internal Public Information Network (PIN)

● Meeting or ahead of target ● Slightly behind target ● Behind target ● Complete					
STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS MILESTONES
INFRASTRUCTURE & MOBILITY A transportation, facilities and infrastructure system that maintains and improves our community to meet current and future demand.	ENHANCE MULTI-MODAL TRANSPORTATION				
	1. Implement Ralston & ADLP Corridor Plans	Ralston Corridor Segment 3:			
		Complete Design	Q1 2021	Complete	Milestone achieved
		Advertise Construction Contract	Q2 2021	Meeting or ahead	
		Complete Construction	Q4 2021	Meeting or ahead	
		ADLP Corridor Improvements:			
		Begin design	Q3 2020	Complete	Milestone achieved
	2. Plan and implement BVSP Mobility Plan	Completed Design	Q1 2023	Meeting or ahead	
		Feasibility Study for O’Neil Grade Separated Crossing:			
		Begin Study	Q4 2022	Meeting or ahead	
	3. Advance Ped & Bike Masterplan	Complete Study	Q4 2023	Meeting or ahead	
		Implement BVSP Mobility improvements w/ new development	Ongoing	Meeting or ahead	
		Implement the City’s sidewalk installation Policy	Ongoing	Meeting or ahead	
	4. Develop and implement Transportation Demand	Seek grant/other opportunities to add/enhance bike lanes and sidewalks	Ongoing	Meeting or ahead	
		Council Approval of TDM	Q3 2020	Slightly behind	Milestone achieved
		Implement plan in conjunction with new development	Q2 2021	Complete	
	5. Continue to identify and address trends to inform traffic management approach and solutions through PTSC process (3Es) and Mobility/Capital Plans	Neighborhood Traffic Calming Policy	Q4 2021	Behind target	Delayed due to staffing reductions and reallocation of resources to Development Services
		Develop draft Policy and Present to BPAC	Q4 2021	Behind target	Delayed due to staffing reductions and reallocation of resources to Development Services
		Present Policy to City Council	Q1 2022	Behind target	Delayed due to staffing reductions and reallocation of resources to Development Services
		Implement Policy	Q2 2022	Behind target	Delayed due to staffing reductions and reallocation of resources to Development Services
		Address residents request through PTSC and provide annual updates to City	Ongoing	Complete	
	ADVANCE PAVEMENT & STREET IMPROVEMENTS				
	1. Advance rolling 5-year community-wide street pavement	2022 Pavement Condition Assessment			
		MTC Scope of Work Approval	Q2 2021	Meeting or ahead	
		Perform Condition Assessment	Q4 2021	Meeting or ahead	
		Present Pavement Condition Report to City Council	Q2 2022	Meeting or ahead	
		2019 Pavement Project Phase II Complete Construction	Q2 2020	Meeting or ahead	Construction Completed
		2020 Pavement Reconstruction Project			
		Advertise Construction Contract	Q2 2020	Behind target	Re-advertisement in Q1 2021
		Complete Construction	Q4 2020	Behind target	Planned for Q4 2021
		2021 Pavement Maintenance Project			
		Advertise Construction Contract	Behind Schedule	Behind target	Street segments to be rescheduled as part of 5-year update
		Complete Construction	Behind Schedule	Behind target	
		Update 5-year Pavement Program	Q2 2021	Behind target	
	ADVANCE SEWER & STORM IMPROVEMENTS				
	1.Complete updates to Sewer and Stormwater Master Plans	Begin Study	Q4 2020	Slightly behind	
		Complete Study	Q1 2022	Meeting or ahead	
		North Road Pump Station and Force Main Rehabilitation Project:			

	2. Continue progress with sewer system improvement program	Begin Construction	Q1 2020	Complete	Milestone achieved
		Complete Construction	Q3 2021	Meeting or ahead	
		El Camino Capacity Improvement Project:			
		Begin Design	Q2 2020	Complete	Milestone achieved
		Begin Construction	Q1 2021	Meeting or ahead	
	3. Advance stormwater improvement priority repairs (Measure I).	Complete Construction	Q3 2021	Meeting or ahead	
		Belmont Creek Restoration and Overflow Storage Project:			
		Update MOU with San Carlos, County of San Mateo and Flood Resiliancy District	Q3 2020	Complete	
		Begin preliminary design and enviromental clearance	Q3 2020	Slightly behind	
	IMPROVE PARKS & FACILITIES	Complete Environmental Clearance	Q2 2022	Meeting or ahead	
1. Address Belmont Community Center improvements		Begin masterplan update of the Parks, Recreation and Open Space with community engagement	Q1 2022	Slightly behind	Project Launch, outreach, draft recommendations, opn space master plan
2. Advance athletic field improvements		Complete Belmont Sports Complex Synthetic Turf Improvement Project	Q4 2020	Complete	Project Complete
3. Assess facilities’ needs		Conduct a city-wide Facility assessment	Q3 2021	Slightly behind	Prepare RFP
ECONOMIC DEVELOPMENT & HOUSING					
Local business, land use and housing policies to support economic development, downtown revitalization and diversity of housing choices.					
IMPLEMENT ECONOMIC DEVELOPMENT STRATEGY					
1. Establish an economic development framework, identify and prioritize specific community benefits that the City would like to implement		Develop a formal community benefit program/policy to identify the specific benefits the City would like to see occur, and outline development incentives the City is willing to offer (FAR, additional height, higher density, or financial contributions), to help guide the development process	Q2 2021	Meeting or ahead	Engage consultant (RSG); City Council study session.
2. Identify existing and new funding sources for economic development program activities, prioritize expenditures and leverage City funds and assets with state or federal programs	Explore opportunities to create a Strategic Economic Development Incentive Fund; sources could include asset sales, new financing tool revenues, or other dedicated revenue streams. The fund will be structured so money can be replenished after making an investment	Q4 2021	Meeting or ahead	Adopt traffic impact fee and public art in-lieu fee; Complete sale of City Housing Assets.	
3. Establish strong relationships and regular communication with community partners, including Belmont Chamber of Commerce, government and educational institutions and business community leaders	Participate in Chamber of Commerce operational activities; develop an Economic Development recurring newsletter; explore business visitation program options.	Q4 2020	Meeting or ahead	Ongoing engagement with Chamber of Commerce Board; Focus on local economic recovery opportunities.	
4. Explore new tools for direct engagement with the Belmont business community	Initiate Ad-Hoc Economic Development Advisory Committee to support COVID-19 Business Recovery and Reopening Efforts	Q3 2020	Meeting or ahead	Engage consultant (RSG); City Council study session.	
COORDINATE HOUSING & LAND USE					
1. Ensure land use policies and practices support a diversity of housing choices, leverage existing affordable housing assets, and increase options for affordable housing	Complete sale of vacant Housing Successor real property assets and reinvest	Q2 2022	Meeting or ahead	Issue RFP for real estate services.	
	Complete RHNA-6 Methodology Process; Complete General Plan Housing Element Update.	Q4 2022	Meeting or ahead	Select CEQA consultant.	
	Multi-year effort to evaluate and implement land use/density/intensity increases in the following areas. Project will include extending BVSP development standards to areas 2 & 3, and establishing a new Specific Plan for HIA area. Project will accelerate after Belmont RHNA number confirmation & completion of housing opportunity sites analysis for 2023-2030 Housing Element (Target Q1 2021).	Q4 2022	Meeting or ahead	City Council approved resolutions to accept state grant funds for planning activities related to increasing housing (early 2020 and mid-2020)	
	1) BVSP				
	Start	Q1 2021	Meeting or ahead		
	Completed	Q4 2022	Meeting or ahead		
	2) ECR North & South of BVSP				

	2. Engage in long range/advanced planning projects to facilitate TOD related housing and economic development and establish a specific Plan Area for the Unincorporated Harbor Industrial Association (HIA)	Start	Q1 2021	Meeting or ahead	
		Completed	Q4 2022	Meeting or ahead	
		3) North Old County Road			
		Start	Q1 2022	Meeting or ahead	
		Completed	Q4 2023	Meeting or ahead	
		4) Harbor Industrial Area (HIA)			
		Start	Q1 2022	Meeting or ahead	
		Completed	Q4 2024	Meeting or ahead	
	3. Prepare and implement the 2023-2030 Housing Element in compliance with new housing laws	Complete 2023-2030 Housing Element. Effort will include: 1) Housing Needs Assessment, 2) Constraints, 3) Housing Resources, 4) Past Accomplishments & New Goals, Policies, and Programs.	Q4 2022	Meeting or ahead	Select CEQA consultant. Complete housing needs assessment.
	4. Continue with implementation strategy/plan for the GP and BVSP	Multi-year effort to implement policies and actions from 2035 GP & BVSP. Early actions focus on Placemaking projects (Signage/Wayfinding, Streetscape Design, and Public Art Master Plan) and street improvement projects. Complete Placemaking projects.	Q1 2021	Meeting or ahead	City Adopted Public Arts Masterplan Q4 2020, work is proceeding with Public Engagement for the Signage/Wayfinding and Streetscape Design
5. Coordinate multi-department/stakeholder team to address timely major development applications (e.g. CD, PW, CA, ED&H)	Initiate assessment of of development review system to identify process improvements for both small & large scale development. Evaluation will focus on pre-application review, project intake, completeness review, third-party resource inputs, preparation of COA's, coordination of entitlement approvals, construction permits/issuance, and inspections/final signoffs (stakeholder team includes CD, PW, CA, ED&H). Anticipate a 1-year duration for process completion.	Q4 2020	Meeting or ahead	Internal stakeholder kickoff was initiated in Q4 - Tagged as "One Belmont" Initiative. Staff work in the Community Development, Public Works & Economic Development Departments is intensively focused on the priorities identified in this plan.	
6. Consider and adopt short-term residential rental rules	Conduct research, coordinate outreach, and prepare short-term rental regulations Ordinance. Conduct public hearings.	Q2 2021	Meeting or ahead	Part of 21 Elements work program, temporarily delayed due to COVID-19.	
FISCAL & ORGANIZATIONAL SUSTAINABILITY Long-term financial stability and investment in our employees to strengthen organizational development and effectiveness.	ENSURE FISCAL/REVENUE SUSTAINABILITY				
	1. Maximize existing sources of revenue, identify new revenue sources to maintain financial stability	Annual update to Master Revenue Schedule reflecting full cost recovery consistent with Council policy	Ongoing	Meeting or ahead	Check-in to be provided at MYR.
	2. Invest in systems and process to promote innovation, effectiveness, and financial stewardship	Cloud deployment of Payments Management System (Accounts Payable)	Q2 2021	Slightly behind	Vendor to provide insurance documentations. Contract anticipated to be finalized Q3 2021.
		Cloud deployment of MS Dynamics 365 ERP	Q4 2023	Meeting or ahead	Research continues.
	3. Secure ongoing funding for sewer, storm, streets, facilities, and parks to address deferred maintenance and future capital needs along with a plan to support critical public services	Complete polling and community outreach for potential revenue measures for November 2020	Q2 2020	Meeting or ahead	Completed. Work on potential revenue measures continues to address ongoing property tax impacts.
	4. Use Measure I/SB1 funding to advance infrastructure projects	Maximize utilization of Measure I/SB1 funding consistent with approved CIP	Ongoing	Meeting or ahead	Check-in to be provided at MYR.
	5. Evaluate development impact fees for new development infrastructure and services	Finalize recommendations of consultant and review impact fees with City Council	Q3 2020	Meeting or ahead	Traffic Impact Fee and Public Art In-Lieu Fee adopted Q3 2020.
	STRENGTHEN ORGANIZATIONAL DEVELOPMENT				
	1. Develop recommendations and implementation work plan to address talent management, succession planning, workforce planning, and employee/career development	Create a work plan that outlines the following: 1) Inventory of existing talent & attributes 2) Assessment of future talent needs based on departmental requirements and ability to accomplish goals/objectives 3) Identify gaps/deficiencies 4) Create a plan to address such gaps. 5) Develop talent acquisition strategies 6) Implement strategies that prepare the workforce for internal career/advancement opportunities 7) Innovation search of external talent and specialized skills that does not exist in house in order to meet organizational goals and objectives.	Q2 2021	Meeting or ahead	All city departments to initiate a work plan with the elements listed.
		Introduce paperless processes by automating procurement and civic meeting document workflow.	Q1 2021	Meeting or ahead	A number of technology initiatives were fast-tracked and workflows pivoted to cloudbased due to COVID-19 Work from Home Health Orders

		Conduct comprehensive business process analysis to determine where technology solutions can replace existing manual intervention activities; specifically those requiring routing or signatures.	Q4 2021	Meeting or ahead	
	2. Provide equipment, technology, and resources to employees to ensure high level of service delivery to our community	Migrate applications to cloud-based solutions to increase remote accessibility and functionality; ComDev for permitting/inspections, Lucy for PW asset management, etc.	Q1 2021	Meeting or ahead	
	3. Create a culture that assures employees are valued, that leadership promotes innovation, creative problem solving, outstanding customer service, and encourages employee engagement	In collaboration with all senior management, create a culture that sends a message to employees they are indeed valued--by behavior, actions, and words; supportive of new ideas/thoughts in a safe environment; encouragement to go outside the box for better solutions to problems, the push for thinking and analysis of issues/problems; promotes and make clear that outstanding customer service is a way of being; encourage employee involvement.	Q3 2021	Meeting or ahead	
	4. Develop and capture institutional knowledge documenting processes and procedures in anticipation of retirements and turnover to ensure continuity of services to the community; and opportunity to improve those processes and procedures	All operational departments create/improve procedures and processes to ensure continuity of services; capture knowledge of those tenured employees for organizational history; documentation and organizational of files/documents; when appropriate and as opportunities arise, review and analyze new and better ways of doing business, adapting to the various external and internal changes, with the goal of improving the effectiveness and efficiency of processes.	Q3 2021	Meeting or ahead	
		Initiate Public Works Department agency accreditation through APWA to provide a means of formally verifying and recognizing compliance with the recommended practices set forth in the Public Works Management Practices Manual.	Q3 2020	Meeting or ahead	Accreditation application was submitted to the American Public Works Association in October 2020
PUBLIC SAFETY Forward-thinking public safety services aligned with community needs, including civic engagement, partnerships and public education.	ENSURE PUBLIC SAFETY - POLICE & FIRE				
	1. Maintain strong community outreach, and align public safety services with community needs	Incorporate new position within the Support Services Division of the PD whose responsibilities will include community outreach efforts through social media	Q3 2022	Meeting or ahead	Due to proposed budget cuts/freeze, a new position has been put on hold. In the meanwhile, a new PIO Cadre was created. In addition, a Community Police Academy has been created and implemented.
		Evaluate options for vape and related product ban Ordinance	Q3 2020	Meeting or ahead	New legislation will meet this goal.
		Evaluate options for Firearms Safe Storage Ordinance	Q3 2020	Meeting or ahead	Completed - City Council Adopted an Ordinance Q3 2020
		Utilize the Community Risk Reduction Divison to conduct public education and emergency preparedness through community engagement	Q2 2020	Meeting or ahead	In Progress through SM Consolidated Fire Dept.
	2. Engage in succession planning	Conduct promotions which will fulfill the desirable administrative team within the PD for succession planning purposes.	Q3 2021	Behind target	Promotions are temporarily frozen due to budget cuts.
	3. Enhance internal and external communication	Conduct community outreach and education for emergency preparedness	Q2 2020	Meeting or ahead	SMC Alert Campaign, Hi Lo video and Marshall Marshall's community outreach regarding wildland fire mitigation plan.
		Leverage technology to enhance communitcation through web based software and communication devices.	Q2 2020	Slightly behind	SMC Alert and the connection with Zonehaven project underway

Accomplishments by SFA over the past year

Infrastructure & Mobility

- 2020 pavement project completed
- 2021 slurry project program completed (115 streets resurfaced)
- North Road pump station completed
- Parks, Recreation and Open Space Master plan underway
- EV charging designs 100% complete
- Facility improvements: new roof at Sports Complex, tree risk assessment and action in Twin Pines Park

Economic Development & Housing

- Completed Entitlement Approvals & CEQA Clearance For:
- 815 OCR – 177 Apt Units (26 Affordable); Completed Partial Construction Permitting Issuance; Grading/Foundation Work Underway
- 800 Laurel – 16 Market Rate Townhome Units (Affordable In Lieu Fee Obtained)
- Completed Construction Permitting Issuance for Artisan Crossings – 250 Apt Units (37 Affordable); Full Construction Underway
- Adopted Comprehensive Updates to Establish City's Wireless Facility Ordinance
- Moderate Progress on Defining Energy Reach Code Objectives/Regulations
- Phase 2 – Firehouse Square – 15 Market Rate Townhomes
- Construction of Phase 1 of the Firehouse Square continues and is on track for completion in Summer 2022. The mixed-use project includes 66 affordable housing units, 3,700 square feet of ground floor retail, and underground parking.
- Artisan Crossings multi-family residential project pulled building permits in June 2021, and construction commenced in July. The project includes 250 rental apartment units, 38 of which are affordable to low-income family households.
- Building permits issued for 268 new housing units since January 2021, including 38 affordable units and thirteen (13) accessory dwelling units, providing a variety of housing options for Belmont residents.
- Development entitlements processed for two 100% affordable housing projects that would add up to 162 new affordable units; In October 2021 San Mateo County awarded the ROEM Development Corporation project on Belmont Avenue \$9.25 million dollars from the County Affordable Housing Fund.
- Development applications processed for five additional multi-family housing projects that would provide 435 new housing units, 64 of which are reserved for affordable households.
- New economic development webpage launched with information and resources for businesses, developers, and other stakeholders.
- In October 2021 the City commenced an Economic Development Task Force aimed at reviewing ways in which the City can better interact with the business community, and identifying

economic development priorities. A summary of work and recommendations was presented to City Council in January 2022.

- In November 2021 the City updated the Housing Mitigation Fees for both residential and non-residential development.

Fiscal & Organizational Sustainability

- GFOA ACFR Award received for FY 2020 Annual Comprehensive Financial Report
- GFOA Budget Award received for the first time in Belmont's history, with FY 2022 Budget document revamped in enhanced content and style.
- Received DOF approval for early defeasance of RDA bonds – will mitigate \$1.6M/yr in revenue loss
- Silicon Valley Clean Water 2021 WIFIA Loans – successfully executed/participated as member agency, with low interest rate of ~2%
- Advanced revenue initiatives: business license tax modernization, hotel room tax review, commercial cannabis study, city services CFD study
- Prevented increases to sewer treatment facility charges to property owners

- Successfully recruited talented staff in highly competitive labor market
- Executed aggressive strategies to fill double digit vacancies during labor shortage
- Negotiated successor MOU/labor contracts with two bargaining groups
- Implemented hybrid in-person and teleworking work structure in response to the pandemic
- Achieved 100% compliance with mandatory harassment prevention training
- Coordinated and presented various training and development opportunities to employees via the Regional Training & Development Consortium, LCW trainings, etc. in support of employees training and development
- Recognized employees through Annual Employee Recognition and Appreciation events in person and virtually in 2021.
- State Controller's Compensation Report prepared and submitted

- Continued telecommuting support and expansion
- Implemented GovDelivery for improved weekly citizen updates
- Designed Executive Dashboard/portal
- Upgraded Virtual Server Farm environment
- Expanded security camera infrastructure to include Sports Complex
- Upgraded 311-Citizen Reporting/Engagement application
- Continued Police Dept mobile vehicle upgrade
- Migrated Agenda Packet development from Questys to Granicus for streamlined workflow
- Implemented Staff Report and Contracts workflow
- Implemented Multi-Factor Authentication for eSignature and VPN access to City resources
- Established technology upgrade window for network/server infrastructure maintenance
- Migrated all departmental content to SharePoint team sites/groups
- Planned/designed hybrid attendance environment for public meetings (in Chambers/EOC)

- Commenced IT Strategic Planning process
- Commenced 'on-boarding' process design for 'Day-1' functionality
- Continued IT CyberSecurity informational campaign for all employees
- Replaced (retiree) network/server engineer
- Conducted GIS Health-Check with departments

Public Safety

- Implemented C.A.R.E. (Crisis Assessment Resource and Education)
 - First Full Year Milestone Reached. MOU w/ San Mateo County PERT scheduled in 2022
- Executed Belmont Police Department Community Academy
 - First Class Completed. New Class Tentatively Scheduled for March 2022
- Created a public information group related to public safety

City Clerk/Communications

- Implemented and prioritized a communications & community engagement plan
- Reimagined and enhanced the City Brand, (logos, themes, and ongoing vision)
- Streamlined and redesigned targeted notifications platforms to heighten the level of proactive and transparent communication (meeting agenda, weekly newsletter, press releases)
- Enhanced public outreach efforts to increase understanding of the City and its functions (social media)
- Continued efforts to identify target audiences and stakeholders, community partners to create a network of engaged influencers.

Strategic Focus Areas – future projects and initiatives

Economic Development and Housing:

- Revenue Measure - BLT, TOT, Services CFD, Cannabis, Sewer Refunding, RDA Bonds, Sewer Rates and Connections Fees, Stormwater Fee Update, Belmont Community Center, FY2023 limited scope fee study.
- Economic Development Workplan – short and long-term initiatives
 - GP - Housing, Density, CFD and Transportation Mitigation related Policy updates
 - Long Range Planning - HIA and 101 Innovation District
 - Annexation – HIA, Infrastructure, Financing
 - Place Making – Street frontage design, and Wayfinding
 - Affordable Housing Initiatives – funding, preference
 - Pipeline projects – BioMed, Housing, NDNU/Stanford, Davis Drive
 - Reach Codes

Development Pipeline:

- 601 Harbor – 375K Biotech/Life Sciences Building
- 1301 Shoreway – 550k Biotech/Life Sciences Campus
- BioMed Realty – ZTA for 180K existing building conversion to facilitate Biotech/Life Sciences Uses
- The Housing Pipeline Projects:
 - 800-803 Belmont Ave – 125 Affordable Apts; 608 Harbor – 103 Apts; 900 ECR – 37 Affordable Apts; 580 Masonic – 140 Apts

Long-Range Initiatives:

- Update City's Historic Resource Inventory List & Companion Muni Code Amendments
 - Implementation of Adopted (Nov 2021) Wireless Facilities Ordinance (Protocols, Application Forms, FAQs)
 - SB9 Implementation – Develop Objective Stds & ZTA
 - ZTA to facilitate San Carlos ALCUP Amendments
 - Triennial California Building Code Update
-
- Housing Element Draft and EIR to be published April 1, 2022; adopted by end of 2022
 - Update Economic Development Action Plan
 - Community Benefits Policy/Program
 - Sale of 3 remaining LMI units by June 2022 (vacant properties; funds to be contributed to housing projects)
 - Cannabis Policy
 - Launch Choose Local SMC App, date TBD

Fiscal & Organizational Sustainability:

- Complete revenue initiatives: business license tax modernization, hotel room tax review, commercial cannabis study, city services CFD study
 - Complete final dissolution of Belmont Successor Agency that will increase general property tax
 - Advance cost recovery studies: targeted scope ComDev fee study, sewer rates study, stormwater fee update
 - Explore HIA annexation and financing mechanism to support infrastructure needs
 - Explore funding options for Belmont Community Center
 - Explore refunding of 2009A sewer treatment bonds to optimize savings and prevent increases to sewer treatment facility charges
-
- Serve as lead response coordinator for Covid-19 related work place protocols and procedures
 - Draft and update the City's personnel policies and procedures
 - Collaborate with other department heads in the development of strategies to strengthen workforce/succession planning initiatives
 - Collaborate with other department directors to ensure they perform employee performance evaluation, hold employees accountable to perform job responsibilities per job classifications
 - Encourage management to continue to support employee training and development/ mentoring and coaching
 - Ensure employees are provided a healthy work environment that allows them to learn and flourish
 - Brand the city of Belmont as a great place to work
 - Prepare for 2025 labor contract negotiations to ensure a fair and competitive contract that will allow us to recruit and retain talented staff that is financially sustainable
 - Oversee the salary/compensation survey in preparation for labor contract negotiations
 - Continue to offer relevant training and development/ leadership academies to help prepare folks for leadership positions in the organization
 - Continue to manage and control grievances and facilitate corrective action
 - Create and improve the City's onboarding process (HR and dept'l check lists) in collaboration with IT and other departments
 - Review the city's classification and propose a project for a study as appropriate
 - Continue to ensure a safe work environment for all employees
 - Revitalize employee wellness program once resources are available
-
- Complete IT strategic plan
 - Council Chambers wiring infrastructure upgrade (currently NOT HD capable)
 - Broadcast Booth hardware/software upgrades
 - Content management (from City entry to disposition) solution (paperless to include workflows, approvals, redaction, etc.)
 - GIS governance and application development/use

- Content management system (Questys) replacement
- VoIP/telephone system upgrade
- Printer fleet upgrade w/managed print services
- Engage DEI consultant to assess and develop improvements where necessary in recruitment, professional development and workplace harmony

Public Safety:

- Explore additional staff to manage mental health response (CARE)
- Purchase communication equipment to meet the need of DOJ Requirements

Infrastructure & Mobility

- Paving and slurry work through 2026
- Storm drain and sewer system master plans
- Stormwater detention design in Twin Pines Park
- Belmont Creek restoration project in Twin Pines park
- Complete design of Alameda De Las Pulgas corridor improvement project
- Install EV charging stations at City Hall
- Complete PROS plan and Open Space Master Plan and begin Phase 1 implementation
 - Park improvements
 - Bike & pedestrian connectivity focus
- Complete City facility assessment

Quality of Life:

- Seek funding for new Community Center
- Complete tennis court resurfacing
- Complete City tree assessment
- Continue to deliver innovative and high quality programming and events
- Obtain grant funds or identify consistent funding source for open space management
- Continue Twin Pines Master Plan Phase 1 implementation
- Enhance volunteer program
- Implement DEI initiatives across programs and events
- Complete public art project

MISSION

CITY OF BELMONT

To enrich the quality of life for our community
with the services provided for a safe, fulfilling
and vibrant life





VISION STATEMENT

DISTINCTIVE COMMUNITY CHARACTER

- Belmont prides itself on being unique.
- Its small-town ambience sets it apart as a tranquil, inclusive, safe, and desirable place to live, work and play.
- We get involved in town matters because we care about living here.
- We connect with each other in all kinds of gathering places.
- We value and celebrate a strong commitment to diversity, inclusion, safety, equality and dignity for all individuals in Belmont.
- Our strong sense of community and enjoyment of the town's assets and activities deepen as we become better informed and connected.

EASY MOBILITY

- We put a priority on getting out of, into, and through town efficiently.
- Bicyclists, walkers, and other non-drivers get where they're going easily and safely.
- We require safe residential streets and smooth-flowing thoroughfares.

NATURAL BEAUTY

- We choose to make our home among these beautiful hills, trees, parks, views, and open spaces.
- Our natural surroundings inspire us to play, create, and contemplate.
- Our actions today preserve and enhance Belmont's beauty to make it even lovelier for future generations.
- Our wooded residential areas are diverse, peaceful and well maintained.

THRIVING CULTURE

- Belmont is a wonderfully safe, culturally diverse and supportive place to raise a family.
- We facilitate lifelong learning in our academic, artistic, athletic, and social dimensions and we thrive on interconnection with the rest of the world
- Our schools and library are the pride of the community.
- Our university is intrinsic to Belmont's social, artistic and economic life.
- Our playgrounds and athletic fields are of high quality and in high gear.
- The arts thrive in this creative, appreciative town – the arts hub of the Peninsula.
- Our history makes Belmont what it is, and we preserve that heritage for our children.

THRIVING ECONOMY

- A charming, vibrant town center is the heart of our civic and economic life.
- Our economy prospers with a mix of attractive, successful businesses that fit with our community character.
- We look first into our town shops and restaurants for what we need.
- Education, arts and the economy flourish in concert.

March 28, 2017



STATEMENT OF VALUES

We believe local government exists because of our Citizen-customer and seek to understand and meet their needs within the resources available to us.

We are dedicated to the highest standards of honesty, integrity and ethics in all that we do.

We believe that employees are our most important resource and the cornerstone of the City's success. We are dedicated to providing our employees with the tools, training and incentives necessary to accomplish our mission.

We are dedicated to an open government process which encourages citizen involvement in all aspects of municipal activities.

We are dedicated to the fair and respectful treatment of all people, and we recognize and value the strengths derived from our diversity.

We are dedicated to responsible fiscal management, the development of a sound local economy and long-term fiscal stability.

We are dedicated to providing quality services and continuously improving our service delivery through relevant, reliable, and consistent processes.

We believe that teamwork, partnership and interagency cooperation synergizes work and improves the quality and consistency of outcomes by strengthening and refining ideas, objectives and work products.



CITY COUNCIL PROTOCOLS

April 2020

I. PURPOSE

These protocols are designed to assist the City Council and staff by memorializing existing policies, procedures and the general ways of conducting business. Their purpose is also to improve the efficiency and effectiveness of Council and staff. Administration of City business is greatly enhanced by the agreement of the City Council and staff to follow these practices. The protocols are not intended to be overly restrictive, and should be considered as guidelines. They should be viewed as an instructive source of guidance so that accepted practices are documented and expectations are clarified. Practices and policies will change as circumstances arise. With that in mind, the City Council will review and revise these protocols from time to time.

II. COUNCIL MEETINGS

A. Regular Meetings – The City Council’s regular meeting schedule is set forth in Belmont City Code (BCC) Section 2-1. The time and location of the Council’s regular meetings is set by formal action of the Council. The Council must hold regular meets at least once a month. The City Council’s regular meetings are currently held on the second and fourth Tuesday of each month commencing at 7:00 p.m. in the City Council Chambers, Belmont City Hall, One Twin Pines Lane, Belmont, California.

1. Other Locations - The City Council may, from time to time, elect to meet at other locations within the City. Notice of a change of location or time will be posted at the front entrance of City Hall and entrance to the Council’s Chambers, and will be shown on the Council’s agenda if known when initially posted.
2. Location During Local Emergency - If, by reason of fire, flood or other emergency, it is unsafe to meet in the Council’s Chambers, the meetings may be held for the duration of the emergency at such other place as may be designated by the Mayor or, if the Mayor does not so designate, by the Vice Mayor or the City Manager.
3. Canceled Meetings – When the date for any regular meeting falls on a legal holiday, the regular meeting for that day shall be deemed canceled unless it is rescheduled to an alternate date.

B. Special Meeting & Emergency Meetings - Special meetings and emergency meetings of the City Council may be called from time to time in accordance with the procedures set forth in the Ralph M. Brown Act. (Government Code Section 54950, et. seq.)

C. Adjourned Meetings – The City Council may adjourn any regular, adjourned regular, special or adjourned special meeting to a time and place specified in the order of

adjournment in accordance with the procedures set forth in the Ralph M. Brown Act. (Government Code Section 54950, et. seq.)

- D. Closed Sessions – The City Council may hold closed sessions during any regular or special meeting, or any time otherwise authorized by law, to consider or hear any matter that is authorized by State law to be heard or considered in closed session.
 - 1. Attendance at a closed session is limited to those persons actually necessary to advise or take direction from the Council or otherwise have an essential role to play given the specifically permitted purpose of the session.
 - 2. The matter under consideration will be shown on the Council’s agenda in accordance with the Ralph M. Brown Act.
 - 3. Council Members may not reveal the nature of discussion or the decision from a closed session unless required by law or unless a majority of the Council agrees in closed session to disclose confidential closed session information, except that the Council must unanimously agree to divulge any confidential closed session information that is attorney/client privileged communications.
- E. Cancellation of Regular Meetings – Any meeting of the City Council may be canceled in advance by a majority vote of the Council Members.
- F. Quorum - A majority of the Council Members is sufficient to do business, and motions may be passed 2–1 if only 3 attend. There are some actions such as ordinances, resolutions, granting franchises and payment of money that may require at least 3 affirmative votes. When there is no quorum, the Mayor, Vice Mayor or any Council Member shall adjourn such meetings, or if no Council Member is present, the City Clerk shall adjourn the meeting.
- G. Teleconferencing by Council Members – Teleconferencing by Council Members shall be permitted, subject to the requirements in Government Code Section 54953(b). The agenda and information describing the particular location where the teleconference will take place should be posted at or near the main entrance of the facility containing the teleconferenced location as soon as feasible but not less than six hours before commencement of the meeting.
- H. Mayor – The Mayor serves as the Chair and has the authority to preserve order at all City Council meetings, to remove any person from any meeting of the City Council for disorderly conduct, to enforce the protocols of the City Council and to determine the order of business under the rules of the City Council. The Mayor, or designee, shall also have the power to administer oaths and affirmations.
 - 1. Absence of Mayor - The Vice Mayor shall act as Mayor in the absence or disability of the Mayor.
 - 2. Mayor and Vice Mayor Absence – When the Mayor and the Vice Mayor are absent from any meeting of the City Council, the Members present may choose another

Member to act as Mayor pro tem, and that person shall, for the time being, have the powers of the Mayor.

- I. Attendance by the Public - Except as specifically provided by law for closed sessions, all meetings of the City Council are open to the public in accordance with the Ralph M. Brown Act. (Government Code Section 54950, et. seq.)
- J. Minutes - Minutes of City Council meetings will be brief summary minutes. Summary minutes will include final motions with votes. The minutes will also reflect the names of public speakers (if provided) and a brief summary of comment from the public, staff and City Council. The City Clerk has exclusive responsibility for preparation of the minutes and directions for corrections to the minutes will be made only by majority action of the City Council.
 1. Timing of City Council Approval of Minutes – Minutes of meetings are generally submitted to the City Council within two meetings for approval. Any Council Member who was absent from the prior meeting may participate and vote on the approval of the minutes and need not abstain on the approval of the minutes for that meeting.
 2. Recordings of Meetings – Digital recordings of proceedings shall be maintained by the City Clerk for the period set forth on the City’s retention schedule.
- K. City Council Agenda - The following rules for the preparation of the agenda for the City Council meetings are based on the premise that it is in the interest of good government that the City Council be fully informed on all matters upon which it is called upon to act. The City Council relies upon City staff to perform research, conduct investigations, furnish technical information and recommend solutions to various problems of City Government, and recognizes that proper and thorough research and investigation requires time.

The following persons may place matters on the agenda:

 1. The City Manager and in the City Manager’s absence, the person designated as Acting City Manager.
 2. The City Attorney and in the City Attorney’s absence, the Deputy City Attorney.
 3. Agenda requests by Council Members (Including Mayor) - Any Council Member may place on the agenda under “Matters of Council Interest” a request to have any City policy or program reviewed or a new issue examined. The agenda item shall state the topic to be reviewed or analyzed and the name of the Council Member(s) submitting the request. The Councilmember submitting the request shall submit a memo or report summarizing his/her position on the matter (included as Appendix A to this document) at least one week prior to the meeting. No staff work shall be done for these items prior to discussion by the entire City Council except that Council may briefly discuss the matter with staff prior to placing the item on the agenda. Council Members may vote on the item at the meeting if there is no need

for additional staff analysis required on the item for the City Council to make an informed decision or the Council may direct staff to bring back a report addressing the request at a future meeting.

III. ORDER OF BUSINESS

- A. General Order - Business at regular meetings will generally be conducted in accordance with the order of business as outlined on the current agenda template.
- B. Action Agenda Items - In accordance with the Ralph M. Brown Act, the body may not take action on any item that did not appear on the posted regular meeting agenda 72 hours before the meeting unless an exception is permitted under Government Code §54950 et. seq.
- C. Special Presentations/Proclamations –
 - 1. All special presentations will be calendared and coordinated through the City Manager.
 - 2. Honorary Proclamations and Resolutions - All requests should be given to the Mayor, through the City Clerk’s Office, for consideration. The subject should be Belmont-related and it is up to the Mayor's discretion whether to prepare such a document or place it on the agenda. Proclamations may also be issued by the Mayor “off-line” (i.e., without being placed on the agenda), when deemed by the Mayor to be appropriate.
- D. Member Announcements – Member announcements will be limited to notification of community events, functions or comments on city operations or projects. Concerns or matters of current, pending or future deliberation by the body are not considered announcements. Individual member announcements should be limited to 3 minutes.
- E. Consent Calendar - Those items on the Agenda which are considered to be of a routine and non-controversial nature are listed on the “Consent Calendar.”
 - 1. These items are considered as one item and approved, adopted, accepted, etc. by one motion.
 - 2. Members may comment on Consent Calendar items or ask for minor clarifications without removing the item for separate consideration.
 - 3. A member may vote “no” or “abstain” on any consent item without removing it from the Consent Calendar.
 - 4. Items requiring deliberation may be removed by a member for separate consideration after consideration of the remaining Consent Calendar.
 - 5. The public may comment on the remaining Consent Calendar and on removed items before consideration by the body.

- F. General Public Comments – A portion of each regular meeting agenda will set aside a period for the public to address the body on items within the body’s subject matter jurisdiction that are not listed on the agenda. This public comment period is limited to 15 minutes. Speakers who requested but did not receive an opportunity to speak during this initial comment period will be given an opportunity to address the body later on the agenda.
- G. Standard Adjournment - The general hour of adjournment is 10:30 p.m. If items remain on the agenda after the 10:30 p.m. adjournment time, a majority vote of the body can extend the meeting, or a special meeting may be scheduled, or the items deferred to the next meeting. Meeting extension shall be in increments of 30 minutes.

IV. RULES OF DISCUSSION

- A. General Procedure - The Council follows Rosenberg’s Rules of Order. Consistent with any applicable City ordinance, statute or other legal requirement, any issue of procedure relating to conduct of a meeting or hearing not otherwise provided for herein may be determined by the meeting Chair. A ruling of the Chair may be appealed by a member upon a seconded motion and is reversed if the motion passes by a majority vote.
- B. Role of the Mayor – The role of the Mayor includes chairing and facilitating meetings. In the role as facilitator, the Mayor will assist the members to focus on their agenda, discussion and deliberations. The Mayor shall have the authority to prevent the misuse of motions, or the abuse of any privilege, or obstruction of the business of the body by ruling any such matter out of order. In so ruling, the Mayor shall be courteous and fair and should presume that the moving party is acting in good faith.
- C. Member Deliberation & Order of Speakers - The Mayor is responsible to control the debate and the order of speakers. Speakers will generally be called upon by name in the order the requests to speak were received by the City Clerk.
- D. Questions Addressed to Another Member - With the concurrence of the Mayor, a member holding the floor may address a question to another member; that member may respond while the floor is still held by the member asking the question. A member may opt not to answer a question while another member has the floor.
- E. Limit Deliberations to Item at Hand - Members will limit their comments to the subject matter, item or motion currently being considered by the body.
- F. Length of Members Comments - Members will govern themselves as to the length of their comments or presentation. The Mayor will assist Members by signaling when the member has been speaking for over five minutes.
- G. Obtaining the Floor - Any member wishing to speak must first obtain the floor by being recognized by the Chair. The Chair must recognize any member who seeks the floor when appropriately entitled to do so.
- H. Motions - Motions may be made by any member, including the presiding officer, providing that before a motion is offered by the presiding officer, the opportunity for

making a motion should be offered to other members. Any member, other than the person offering the motion, may second a motion.

- I. Ordinances - Motions introducing ordinances are deemed to include waiver of full reading of the ordinance after reading of the title in accordance with Government Code Section 36934 unless otherwise specifically stated.
- J. Voting - Any member present at a meeting when a question comes up for a vote should vote for or against the measure unless he/she is disqualified (recused) from voting and abstains because of such disqualification. If a member is recused, he or she should state the reason for the recusal for the record, and should leave the room. A vote, including a roll call vote, may be registered by the members by answering "Yes" or "Aye" for an affirmative vote or "No" or "Nay" for a negative vote. Regardless of the manner of voting, the results reflecting all "ayes" and "noes" must be clearly set forth for the record by the City Clerk.
- K. Abstention - An abstention does not count as a vote for or against a matter. If a member abstains, he/she is counted as present for quorum purposes, but is not deemed to be "voting" for purposes of determining whether there has been a "majority vote of those members present and voting."
- L. Tie Votes - A tie vote results in a lost motion. In such an instance, any member may offer a motion for further action. If there is no action by an affirmative vote, the result is no action. If the matter involves an appeal, and an affirmative vote does not occur, the result is that the decision appealed stands as decided by the decision-making person or body from which the appeal was taken.
- M. Non-Observance of Rule - Rules adopted to expedite and facilitate the transaction of the business of the body in an orderly fashion shall be deemed to be procedural only, and the failure to strictly observe any such rules shall not affect the jurisdiction of, or invalidate any action taken by the body.
- N. Code of Ethics and Conduct – The City Council has adopted a Code of Ethics and Conduct which expresses standards of ethical conduct expected for members of the City Council, Boards and Commissions and requires acknowledgment by the members that they have read and understand the Code of Ethics and Conduct.

V. ADDRESSING THE CITY COUNCIL

A. Public Comments.

- 1. Any person wishing to address the City Council on an item that is scheduled on the agenda will be given the opportunity to make those comments when that item is being considered.
- 2. Public comment should adhere to the following guidelines:
 - a. Speaker Card – Anyone wishing to address the City Council is encouraged to fill out a speaker card specifying which part of the agenda they wish to speak

on and submit it to the City Clerk in a timely fashion. Speakers should submit Speaker Cards in advance of the agenda item, so that the Mayor can allocate appropriate time limits.

- b. Comment Card – A person may also submit a “Comment Card” if they do not wish to or cannot verbally address the Council during the meeting. A person may indicate his/her opposition or support for an agenda item on the comment card. If a Comment Card has been submitted on an item on the agenda, the City Clerk will indicate this during the public testimony portion of that item and the minutes will reflect the Council’s receipt of comment cards in opposition or support.
- c. Speak from Podium – When called upon, the person should come to the podium. Individuals who serve on City commissions or task forces but are not speaking on behalf of that group should so state. Speaking from the audience is not allowed.
- d. Questions, if any, should be directed to the Mayor who will determine whether, or in what manner, an answer will be provided.
- e. Comments in Writing Encouraged - Members of the public may submit, and are encouraged to submit, comments in writing to the City Council relating to any items of Council business, whether on the agenda or otherwise. Such written comments will be distributed to the members and considered and acted upon, or not acted upon, as the body in its judgment may deem appropriate.
- f. Written Material Presented at Meeting – Members of the public who wish to present written materials to the Council as part of the public comment portion of the agenda should do so by handing the material to the City Clerk. If sufficient copies are provided (7 copies recommended), those will be distributed. Otherwise, copies will be provided to the Council by the City Clerk subsequent to the meeting. Submitted materials are deemed public records.
- g. Use of AV Equipment by the Public – Members of the public may not use any equipment to amplify sound or play, project or display still or moving images during public comment or other portions of the meeting. These restrictions do not apply to presentations by project applicants and appellants relevant to an application or appeal.
- h. Repetitious or Dilatory Comments Prohibited – Speakers shall not present the same or substantially same items or arguments to the City Council repeatedly or be repetitious or dilatory in presenting their oral comments. If a matter has been presented orally before the City Council, whether the City Council has taken action, or determined to take no action, the same or substantially same matter may not be presented orally by the same person any further. Nothing in the foregoing precludes submission of comments to the City Council in writing for such action or non-action as the body, in its discretion, may deem appropriate.

- i. Group Comments – In order to expedite matters and to avoid repetitious presentations, the designation of a spokesperson is encouraged. Whenever any group of persons wishes to address the Council on the same subject matter, those persons are encouraged to designate a spokesperson to address the City Council. The Mayor may extend the time allocation for a designated spokesperson.
- j. Time Limits – Public comments are limited to 3 minutes each. The Mayor may adjust the time limit per speaker as he or she determines is reasonably necessary for the orderly and efficient conduct of the Council’s business. Time limits are for each individual speaker submitting a card, and time cannot be “donated” to other speakers.

B. Audience Decorum.

1. Rules for Participation. Audience members may attend, observe and record meetings in a matter that respects the rights of others and the orderly conduct of the body’s business. Audience members may not engage in conduct that disrupts a meeting. “Disrupting a meeting” means conduct that substantially impairs the ability of the body to orderly and efficiently manage the meeting, or substantially interferes with the rights of other audience members. Disruptive conduct can include the following. This list is not all inclusive:
 - Shouting from the audience.
 - Interrupting or speaking over a person at the podium who has been recognized to speak by the chair.
 - Clapping, booing, or other expressions of support or opposition to a speaker or to the body’s discussion and deliberation.
 - Verbally harassing or physically confronting audience members.
 - Interrupting staff while engaged with the body.
 - Interrupting the body while it is considering a matter.
 - Continuing to speak at the podium once the chair has announced the person’s time is up.
2. Criticism not Prohibited. These rules do not prohibit public criticism of policies programs or services, or of the body or the city.
3. Enforcement. The goal of enforcement is restoring order, not punishment for failure to follow the rules and should be guided as follows.
 - a. The chair is bound to enforce the rules of audience decorum and public comment fairly and without regard to viewpoint of the speaker; that is, without regard to whether the person is for or against a particular matter coming before

the body, and without regard to whether the chair agrees or disagrees with the speaker or likes or dislikes the speaker's message.

- b. When enforcing the rules, the chair should provide education before warnings, and warnings before curtailing a person's participation rights, unless the circumstances clearly justify otherwise. The chair should consider calling a recess whenever doing so may help deescalate a situation.
- c. The chair may eject a person from a meeting only if the person willfully disrupts the meeting and only as necessary to restore order. "Willfully disrupting a meeting" means conduct that actually disrupts a meeting when: (1) the person has knowledge of these rules or (2) engages in conduct with the purpose of disrupting the meeting or (3) has been warned by the chair not to engage in disruptive behavior. An ejection may be for part or all of the meeting and should be for only as long as necessary to restore order.
- d. If order cannot be stored by ejecting disruptive individuals, the chair may order the room cleared with the exception of news media who have not participated in the disturbance. Other persons who did not participate in the disturbance may be allowed to re-enter the room.

C. Presentation of Agenda Items. When a matter on the agenda comes before the City Council, the City Council's procedure is generally as follows:

1. Staff – The staff presents its report. Council Members may ask questions of staff if they so desire but should refrain from discussing the substance of the matter at this point.
2. Project Applicants and Appellants – A project applicant, followed by a project appellant if any and different from the applicant, or other person or entity with a substantial, direct property interest in an agenda item, or any duly designated representative of such a person or entity, will have the opportunity to present their comments, testimony, or argument. Applicants and appellants are encouraged to be succinct in their presentations.
3. Public Comments – Before any motion is adopted on the merits of the issue to be heard, the Mayor will inquire if any persons are present who desire to speak or to present evidence regarding the matter.
4. Rebuttal – Following public comment, project applicant and project appellant (if any, and if different from the project applicant) will each be given an opportunity to provide rebuttal or clarification of any issues raised. The Mayor may determine the appropriate time limit for rebuttal. Applicants and appellants are encouraged to be succinct in their presentations.
5. Council Consideration – The opportunity for public input is closed and Council Member discussion and consideration occurs. In this connection, there may be

further questions of or comments by staff, or questions by the Council Members of others (including Applicant or Appellant) as deemed necessary or appropriate without reopening the public input portion.

6. City Council decision occurs via motion.
 7. The Mayor or City Clerk announces the final decision of the City Council
- D. Presentations Submitted in Writing – All persons interested in the matter being heard by the City Council may submit written evidence or remarks, as well as other graphic evidence (including paper copies of electronic presentations). Persons (including Project Applicants or Appellants) who anticipate lengthy presentations are encouraged to submit comments in writing, in advance, care of the City Clerk, for prior distribution to the City Council and other interested parties, whenever possible, by the Thursday morning preceding the scheduled City Council meeting relating to the matter or, if that is not possible, at the earliest feasible time prior to the meeting. In addition, submission of comments in writing is encouraged in lieu of possible lengthy oral presentations that may not be permitted. All such written material is a public record.
 - E. Due Process – The Mayor will conduct the meeting in such a manner as to afford due process.
 - F. Germane Comments – No person will be permitted during the hearing to speak about matters or present evidence that is not germane to the matter being considered. A determination of relevance shall be made by the Mayor, but may be appealed to the full City Council.
 - G. Continuance of Hearings – Any hearing being held or noticed or ordered to be held by the City Council may, by order or notice of continuance, be continued or re-continued to any subsequent meeting.
 - H. Communications and Petitions – Written communications and petitions concerning the subject matter of the hearing will be noted, read aloud, or summarized by the Mayor. A reading in full shall take place if requested by any Council Member.
 - I. Admissible Evidence – Hearings need not be conducted according to technical rules relating to evidence and witnesses. Any relevant evidence may be considered if it is the sort of evidence upon which responsible persons are accustomed to rely in the conduct of serious affairs.
 - J. Waiver of Rules – Any of the foregoing rules may be waived by majority vote of the Council Members present when it is deemed that there is good cause to do so based upon the particular facts and circumstances involved.
 - K. Non Exclusive Rules – The rules set forth are not exclusive and do not limit the inherent power and general legal authority of the City Council, or of its Mayor, to govern the conduct of City Council meetings as may be considered appropriate from time to time or in particular circumstances for purposes, of orderly and effective conduct of the affairs of the City.

VI. MAYOR/VICE MAYOR

A. Selection –

1. The Belmont City Council shall rotate the office of Mayor and Vice Mayor annually.
2. The City Council will choose a Mayor and Vice Mayor by a majority vote at the first regular meeting in December in non-election years, and at the meeting certifying the election of new councilmembers in election years, unless a special meeting is scheduled to install the Mayor and Vice Mayor.
3. In order to provide the maximum opportunity for each member to serve as Mayor and Vice Mayor the Council should nominate as Vice Mayor the Councilmember with the longest contiguous tenure on the Council without serving as Mayor; if there should be a tie, the tie-breaker is as follows:
 - a. If the Councilmembers were last elected to the Council in the same election, nominate the individual who received the most votes; If the election was an uncontested election, or the Councilmembers received the same number of votes, nominate the individual based on the alphabetical order of their last name; if there is still a tie, the tie-breaker should be based on the alphabetical order of their first name; or
 - b. If the Councilmembers were not last elected to the Council in the same election, nominate the individual who has served fewest times as Mayor; if there is a tie, nominate the individual based on the alphabetical order of their last name; if there is still a tie, the tie-breaker should be based on the alphabetical order of their first name.

B. Mayoral Duties –

In addition to facilitating Council meetings, the Mayor determines the seating order on the City Council dais, and is the primary spokesperson for community events, meetings, and ceremonial events (such as ground-breakings or ribbon cuttings). The Mayor may delegate this authority to the Vice Mayor, other Council Member, or a staff member.

VII. COUNCIL MEMBER ADMINISTRATIVE SUPPORT

A. Incoming Correspondence.

1. Correspondence addressed to the City Council, and correspondence addressed to the Mayor requiring a response from staff, are copied to all Councilmembers.
2. Correspondence addressed to an individual Councilmember will not be copied to the other Councilmembers.

3. The group City Council email address shall also include the City Manager to ensure that the communication is retained for the record and so the City Manager may coordinate a response if one is deemed necessary.
 4. All correspondence, including email, addressed to the City Council will be retained by the City in accordance with its retention schedule.
- B. Outgoing Correspondence.
1. All Councilmember correspondence using City resources (letterhead, typing, staff support, postage, etc.) will reflect the position of the full City Council not an individual Council Member position.
 2. Responses to correspondence addressed to City Council will be copied to the full City Council and City Clerk along with the original citizen correspondence.
- C. Personal Correspondence - Councilmembers should use only personal stationery for communications reflecting their personal positions. These communications will be prepared and sent at the expense of individual Councilmembers.
- D. Master Calendar - A master calendar of City Council events, functions or meetings will be provided to the full City Council. Functions, events or meetings to be attended by individual Councilmembers will not be included on the master calendar.
- E. Requests for Research or Information - Councilmembers may request information or research from the City Manager or Department Heads on a given topic directly when it is anticipated that the request can be completed by staff in less than an hour. Councilmember requests for research or information that is anticipated to take staff more than one hour to complete should be directed to the City Manager. Requests for new information or policy direction can be brought to the full Council at a regular meeting for consideration under "Matters of Council Interest". All written products will be copied to the full City Council.
- F. Council Notification of Significant Incidents - In conjunction with the City Manager's Office, the Police Department and the Fire Department will coordinate the notification to City Council of major crime, fire or other incidents.
- G. Reimbursements - Consistent with AB 1234, reimbursement of Council Member expenses shall conform to City Council Resolution No. 9749 and any authorized amendments thereto.
- H. Compensation - Belmont City Council will be compensated in accordance with Ordinance 896 or any future updates.

VIII. BOARDS AND COMMISSIONS APPOINTMENTS

The following procedures will be used in considering appointments by the City Council to the various City boards and commissions:

- A. Whenever a membership vacancy occurs on a City board or commission, the City Clerk shall post a notice of the vacancy notifying the public of the vacancy.
- B. All persons interested in being considered for service on a City board or commission must have on file with the City an application indicating an interest in serving.
- C. In order to expedite the process should a vacancy occur within one year of interviews, staff is authorized to contact any applicants who were not selected to see if she/he is still interested in serving. The names of those applicants interested in being appointed will be brought directly to Council for consideration or for alternative direction.
- D. Each member of a board or commission created and appointed by the City Council serves at the pleasure of the City Council and must abide by the adopted Code of Ethics and Conduct.
- E. The City Clerk shall keep a record of the appointments.

IX. COUNCIL VACANCY

Whenever a vacancy occurs in the office of City Council member, the City Council will fill the vacancy by appointment or special election in accordance with the procedures set forth in Government Code section 36512.

X. FAILURE TO OBSERVE COUNCIL PROTOCOLS

These protocols are adopted to expedite the transaction of the business of the Council in an orderly fashion and are procedural only and the failure to strictly observe such rules does not affect the jurisdiction of the Council or invalidate action taken at a meeting that is otherwise held in conformity with law.



CITY OF BELMONT

Matter of Council Interest

FROM: (Insert Name of Councilmember)

RE: (Title of Item)

City Councilmembers:

Description of Issue/Request

(Briefly describe what the issue is about and/or what you are asking from the City Council, providing as much background information as possible so that the rest of Council has a general idea what the request is about. This will assist staff in ascertaining its future involvement as well.)

Ex: I am requesting the Council consider a resolution supporting legislation regarding (fill in the blank), or, I would like the Council to consider an ordinance (fill in the blank).

Approximately how much staff involvement will this item take? (Describe types of tasks you think staff will need to undertake to report back to Council with more information, or to implement whatever process/procedure you are proposing. Be realistic!)

Financial Implications? (You may need to take a guess at this, or it may be “not applicable” or “negligible”.)

How time sensitive is this issue?

General Plan/Vision Statement

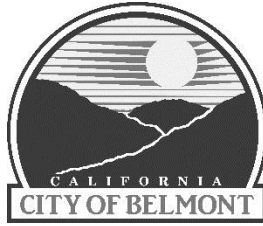
(How does this idea match the goals of the General Plan or Vision Statement?)

Attachments

- A.
- B.

Councilmember Signature

(Note: directions in parentheses should be deleted with final report.)



City of Belmont

Code of Ethics and Conduct For Elected and Appointed Officials

*"Always do right. This will gratify some people and
astonish the rest."
-- Mark Twain*

Adopted June 10, 2014 by Resolution No. 2014-095
Amended February 11, 2016 by Resolution No. 2016-019
Amended February 2, 2017 by Resolution No. 2017-008

Policy Purpose

The Belmont City Council adopts this Code of Ethics and Conduct to assure that all elected and appointed officials, while exercising their office, conduct themselves in a manner that will instill public confidence and trust in the fair operation and integrity of Belmont's City government.

A. ETHICS

The citizens and businesses of Belmont are entitled to have fair, ethical and accountable local government. To this end, the public should have full confidence that their elected and appointed officials:

- Comply with both the letter and spirit of the laws and policies affecting the operations of government;
- Are independent, impartial and fair in their judgment and actions;
- Use their public office for the public good, not for personal gain; and
- Conduct public deliberations and processes openly, unless required by law to be confidential, in an atmosphere of respect and civility.

Therefore, members of the City Council, City Treasurer, and City Clerk and of all Boards, Committees and Commissions shall conduct themselves in accordance with the following ethical standards:

1. **Act in the Public Interest.** Recognizing that stewardship of the public interest must be their primary concern, members will work for the common good of the people of Belmont and not for any private or personal interest, and they will assure fair and equal treatment of all persons, claims and transactions coming before them.
2. **Comply with both the spirit and the letter of the Law and City Policy.** Members shall comply with the laws of the nation, the State of California and the City of Belmont in the performance of their public duties.
3. **Conduct of Members.** The professional and personal conduct of members while exercising their office must be above reproach and avoid even the appearance of impropriety. Members shall refrain from abusive conduct, personal charges or verbal attacks upon the character or motives of other members of Council, Boards, Committees and Commissions, the staff or public.
4. **Respect for Process.** Members shall perform their duties in accordance with the processes and rules of order established by the City Council.
5. **Conduct at Public Meetings.** Members shall prepare themselves for public issues; listen courteously and attentively to all public discussions before the body; and focus on the business at hand.
6. **Decisions Based on Merit.** Members shall base their decisions on the merits and substance of the matter at hand, rather than on unrelated considerations. When making adjudicative decisions (those decisions where the member is called upon to determine and apply facts peculiar to an individual case), members shall maintain an open mind until the conclusion of the hearing on the matter and shall base their decisions on the facts presented at the hearing and the law.

7. **Communication.** For adjudicative matters pending before the body, members shall refrain from receiving information outside of an open public meeting or the agenda materials, except on advice of the City Attorney. Members shall publicly disclose substantive information that is relevant to a matter under consideration by the body which they may have received from sources outside of the public decision-making process.
8. **Conflict of Interest.** In order to assure their independence and impartiality on behalf of the common good and compliance with conflict of interest laws, members shall use their best efforts to refrain from creating an appearance of impropriety in their actions and decisions. Members shall not use their official positions to influence government decisions in which they have (a) a material financial interest, (b) an organizational responsibility or personal relationship which may give the appearance of a conflict of interest, or (c) a strong personal bias.

A member who has a potential conflict of interest regarding a particular decision shall disclose the matter to the City Attorney and reasonably cooperate with the City Attorney to analyze the potential conflict. If advised by the City Attorney to seek advice from the Fair Political Practices Commission (FPPC) or other appropriate state agency, a member shall not participate in a decision unless and until he or she has requested and received advice allowing the member to participate. A member shall diligently pursue obtaining such advice. The member shall provide the Mayor and the City Attorney a copy of any written request or advice, and conform his or her participation to the advice given. In providing assistance to members, the City Attorney represents the City and not individual members.

In accordance with the law, members shall disclose investments, interests in real property, sources of income, and gifts; and if they have a conflict of interest regarding a particular decision, shall not, once the conflict is ascertained, participate in the decision and shall not discuss or comment on the matter in any way to any person including other members unless otherwise permitted by law.

9. **Gifts and Favors.** Members shall not take any special advantage of services or opportunities for personal gain, by virtue of their public office that is not available to the public in general. They shall refrain from accepting any gifts, favors or promises of future benefits which might compromise their independence of judgment or action or give the appearance of being compromised.
10. **Confidential Information.** Members must maintain the confidentiality of all written materials and verbal information provided to members which is confidential or privileged. Members shall neither disclose confidential information without proper legal authorization, nor use such information to advance their personal, financial or other private interests.
11. **Use of Public Resources.** Members shall not use public resources which are not available to the public in general (e.g., City staff time, equipment, supplies or facilities) for private gain or for personal purposes not otherwise authorized by law.
12. **Representation of Private Interests.** In keeping with their role as stewards of the public interest, members of Council shall not appear on behalf of the private interests of third parties before the Council or any Board, Committee, Commission or proceeding of the City, nor shall members of Boards, Committees and Commissions appear before their own bodies or before the

Council on behalf of the private interests of third parties on matters related to the areas of service of their bodies.

13. **Advocacy.** Members shall represent the official policies or positions of the City Council, Board, Committee or Commission to the best of their ability when designated as delegates for this purpose. When presenting their individual opinions and positions, members shall explicitly state they do not represent their body or the City of Belmont, nor will they allow the inference that they do. Councilmembers and Board, Committee and Commission members have the right to endorse candidates for all Council seats or other elected offices. It is inappropriate to mention or display endorsements during Council meetings, or Board, Committee and Commission meetings, or other official City meetings.
14. **Policy Role of Members.** Members shall respect and adhere to the council-manager structure of Belmont City government as outlined in the Belmont City Code. In this structure, the City Council determines the policies of the City with the advice, information and analysis provided by City staff, Boards, Committees and Commissions, and the public. Except as provided by the City Code, members shall not interfere with the administrative functions of the City or the professional duties of City staff; nor shall they impair the ability of staff to implement Council policy decisions.
15. **Independence of Boards, Committees and Commissions.** Because of the value of the independent advice of Boards, Committees and Commissions to the public decision-making process, members of Council shall refrain from using their position to unduly influence the deliberations or outcomes of Board, Committee and Commission proceedings.
16. **Positive Work Place Environment.** Members shall support the maintenance of a positive and constructive work place environment for City employees and for citizens and businesses dealing with the City. Members shall recognize their special role in dealings with City employees to in no way create the perception of inappropriate direction to staff.

B. CONDUCT GUIDELINES

The Conduct Guidelines are designed to describe the manner in which elected and appointed officials should treat one another, City staff, constituents, and others they come into contact with while representing the City of Belmont.

1. Elected and Appointed Officials' Conduct with Each Other in Public Meetings

Elected and appointed officials are individuals with a wide variety of backgrounds, personalities, values, opinions, and goals. Despite this diversity, all have chosen to serve in public office in order to preserve and protect the present and the future of the community. In all cases, this common goal should be acknowledged even though individuals may not agree on every issue.

(a) Honor the role of the chair in maintaining order

It is the responsibility of the chair to keep the comments of members on track during public meetings. Members should honor efforts by the chair to focus discussion on current agenda items. If there is disagreement about the agenda or the chair's actions, those objections should be voiced politely and with reason, following procedures outlined in parliamentary procedure.

- (b) *Practice civility and decorum in discussions and debate*
Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of debate by a free democracy in action. Free debate does not require nor justify, however, public officials to make belligerent, personal, impertinent, slanderous, threatening, abusive, or disparaging comments.
- (c) *Avoid personal comments that could offend other members*
If a member is personally offended by the remarks of another member, the offended member should make notes of the actual words used and call for a "point of personal privilege" that challenges the other member to justify or apologize for the language used. The chair will maintain control of this discussion.
- (d) *Demonstrate effective problem-solving approaches*
Members have a public stage and have the responsibility to show how individuals with disparate points of view can find common ground and seek a compromise that benefits the community as a whole.

2. **Elected and Appointed Officials' Conduct with the Public in Public Meetings**

Making the public feel welcome is an important part of the democratic process. No signs of partiality, prejudice or disrespect should be evident on the part of individual members toward an individual participating in a public forum. Every effort should be made to be fair and impartial in listening to public testimony.

- (a) *Be welcoming to speakers and treat them with care and gentleness.*
While questions of clarification may be asked, the official's primary role during public testimony is to listen.
- (b) *Be fair and equitable in allocating public hearing time to individual speakers.*
The chair will determine and announce limits on speakers at the start of the public hearing process.
- (c) *Practice active listening*
It is disconcerting to speakers to have members not look at them when they are speaking. It is fine to look down at documents or to make notes, but reading for a long period of time or gazing around the room gives the appearance of disinterest. Members shall try to be conscious of facial expressions, and avoid those that could be interpreted as "smirking," disbelief, anger or boredom.
- (d) *Maintain an open mind*
Members of the public deserve an opportunity to influence the thinking of elected and appointed officials.
- (e) *Ask for clarification, but avoid debate and argument with the public*
Only the chair – not individual members – can interrupt a speaker during a presentation. However, a member can ask the chair for a point of order if the speaker is off the topic or exhibiting behavior or language the member finds disturbing.

3. **Elected and Appointed Officials' Conduct with City Staff**

Governance of a City relies on the cooperative efforts of elected officials, who set policy, appointed officials who advise the elected, and City staff who implement and administer the Council's policies. Therefore, every effort should be made to be cooperative and show mutual respect for the contributions made by each individual for the good of the community.

(a) *Treat all staff as professionals*

Clear, honest communication that respects the abilities, experience, and dignity of each individual is expected. Poor behavior towards staff is not acceptable.

(b) *Do not disrupt City staff from their jobs*

Elected and appointed officials should not disrupt City staff while they are in meetings, on the phone, or engrossed in performing their job functions in order to have their individual needs met. Do not attend City staff meetings unless requested by staff – even if the elected or appointed official does not say anything, his or her presence implies support, shows partiality, may intimidate staff, and hampers staff's ability to do their job objectively.

(c) *Never publicly criticize an individual employee*

Elected and appointed officials should never express concerns about the performance of a City employee in public, to the employee directly, or to the employee's manager. Comments about staff performance should only be made to the City Manager through private correspondence or conversation. Appointed officials should make their comments regarding staff to the City Manager or the Mayor.

(d) *Do not get involved in administrative functions*

Elected and appointed officials acting in their individual capacity must not attempt to influence City staff on the making of appointments, awarding of contracts, selecting of consultants, processing of development applications, or granting of City licenses and permits.

(e) *Do not solicit political support from staff*

Elected and appointed officials should not solicit any type of political support (financial contributions, display of posters or lawn signs, name on support list, etc.) from City staff. City staff may, as private citizens with constitutional rights, support political candidates but all such activities must be done away from the workplace.

(f) *No Attorney-Client Relationship*

Members shall not seek to establish an attorney-client relationship with the City Attorney, including his or her staff and attorneys contracted to work on behalf of the City. The City Attorney represents the City and not individual members. Members who consult with the City Attorney cannot enjoy or establish an attorney-client relationship with the attorney.

4. **Council Conduct with Boards, Committees and Commissions**

The City has established several Boards, Committees and Commissions as a means of gathering more community input. Citizens who serve on Boards, Committees and Commissions become more involved in government and serve as advisors to the City Council. They are a valuable resource to the City's leadership and should be treated with appreciation and respect.

- (a) *If attending a Board, Committee or Commission meeting, be careful to only express personal opinions*

Councilmembers may attend any Board, Committee or Commission meeting, which are always open to any member of the public. However, they should be sensitive to the way their participation – especially if it is on behalf of an individual, business or developer – could be viewed as unfairly affecting the process. Any public comments by a Councilmember at a Board, Committee or Commission meeting should be clearly made as individual opinion and not a representation of the feelings of the entire City Council.

- (b) *Limit contact with Board, Committee and Commission members to questions of clarification*

It is inappropriate for a Councilmember to contact a Board, Committee or Commission member to lobby on behalf of an individual, business, or developer, and vice versa. It is acceptable for Councilmembers to contact Board, Committee or Commission members in order to clarify a position taken by the Board, Committee or Commission.

- (c) *Respect that Boards, Committees and Commissions serve the community, not individual Councilmembers*

The City Council appoints individuals to serve on Boards, Committees and Commissions, and it is the responsibility of Boards, Committees and Commissions to follow policy established by the Council. But Board, Committee and Commission members do not report to individual Councilmembers, nor should Councilmembers feel they have the power or right to threaten Board, Committee and Commission members with removal if they disagree about an issue. Appointment and re-appointment to a Board, Committee or Commission should be based on such criteria as expertise, ability to work with staff and the public, and commitment to fulfilling official duties. A Board, Committee or Commission appointment should not be used as a political "reward."

- (d) *Be respectful of diverse opinions*

A primary role of Boards, Committees and Commissions is to represent many points of view in the community and to provide the Council with advice based on a full spectrum of concerns and perspectives. Councilmembers may have a closer working relationship with some individuals serving on Boards, Committees and Commissions, but must be fair and respectful of all citizens serving on Boards, Committees and Commissions.

- (e) *Keep political support away from public forums*

Board, Committee and Commission members may offer political support to a Councilmember, but not in a public forum while conducting official duties. Conversely, Councilmembers may support Board, Committee and Commission members who are running for office, but not in an official forum in their capacity as a Councilmember.

C. SANCTIONS

- (a) *Acknowledgement of Code of Ethics and Conduct*

Councilmembers who do not sign an acknowledgement that they have read and understand the Code of Ethics and Conduct shall be ineligible for intergovernmental assignments or Council subcommittees. Board, Committee and Commission members who do not sign an acknowledgement that they have read and understand the Code of Ethics and Conduct are not eligible to hold office.

(b) *Ethics Training for Local Officials*

Councilmembers, City Treasurer, City Clerk, Board, Committee and Commission Members who are out of compliance with State or City mandated requirements for ethics training shall not represent the City on intergovernmental assignments or Council subcommittees, and may be subject to sanctions.

(c) *Behavior and Conduct*

The Belmont Code of Ethics and Conduct expresses standards of ethical conduct expected for members of the Belmont City Council, Boards, Committees and Commissions. Members themselves have the primary responsibility to assure that ethical standards are understood and met, and that the public can continue to have full confidence in the integrity of government. The chairs of Boards, Committees and Commissions and the Mayor and Council have the additional responsibility to intervene when actions of members that appear to be in violation of the Code of Ethics and Conduct are brought to their attention.

Councilmembers:

Councilmembers who intentionally and repeatedly do not follow proper conduct may be reprimanded or formally censured by the Council, lose seniority or committee assignments (both within the City of Belmont and with intergovernmental agencies) or other privileges afforded by the Council. Serious infractions of the Code of Ethics or Code of Conduct could lead to other sanctions as deemed appropriate by the Council.

Individual Councilmembers should point out to the offending Councilmember perceived infractions of the Code of Ethics and Conduct. If the offenses continue, then the matter should be referred to the Mayor in private. If the Mayor is the individual whose actions are being questioned, then the matter should be referred to the Vice Mayor. It is the responsibility of the Mayor (or Vice Mayor) to initiate action if a Councilmember's behavior may warrant sanction. If no action is taken by the Mayor (or Vice Mayor), then the alleged violation(s) can be brought up with the full Council.

Board, Committee and Commission Members:

Counseling, verbal reprimands and written warnings may be administered by the Mayor to Board, Committee and Commission members failing to comply with City policy. These lower levels of sanctions shall be kept private to the degree allowed by law. Copies of all written reprimands administered by the Mayor shall be distributed in memo format to the chair of the respective Board, Committee or Commission, the City Clerk, the City Attorney, the City Manager, and the City Council.

The City Council may impose sanctions on Board, Committee and Commission members whose conduct does not comply with the City's policies, up to and including removal from office. Any form of discipline imposed by Council shall be determined by a majority vote of at least a quorum of the Council at a noticed public meeting and such action shall be preceded by a Report to Council with supporting documentation.

When deemed warranted, the Mayor or majority of Council may call for an investigation of Board, Committee or Commission member conduct. Also, should the City Manager or City Attorney believe an investigation is warranted, they shall confer with the Mayor or Council. The Mayor or Council shall ask the City Manager or the City Attorney to investigate the

allegation and report the findings.

These sanctions are alternatives to any other remedy that might otherwise be available to remedy conduct that violates this code or state or federal law. In order to protect and preserve good government, any individual including the City Manager and the City Attorney after complying with Rule 3-600(B) of the State Bar Rules of Professional Conduct, who knows or reasonably believes a member acts or intends or refuses to act in a manner that is or may be a violation of law reasonably imputable to the organization, or in a manner which is likely to result in substantial injury to the organization, may report the violation to the appropriate governmental authorities.

D. IMPLEMENTATION

The Code of Ethics and Conduct is intended to be self-enforcing and is an expression of the standards of conduct for members expected by the City. It therefore becomes most effective when members are thoroughly familiar with it and embrace its provisions.

For this reason, this document shall be included in the regular orientations for candidates for City Council, City Treasurer, City Clerk, applicants to Board, Committee and Commissions, and newly elected and appointed officials. Members entering office shall sign a statement (example below) acknowledging they have read and understand the Code of Ethics and Conduct. In addition, the Code of Ethics and Conduct shall be periodically reviewed by the City Council, Boards, Committees and Commissions, and updated it as necessary.

Example:

I affirm that I have read and understand the City of Belmont Code of Ethics and Conduct for Elected and Appointed Officials.

Signature

Date



2022 Council and SMT Calendar

January							February							March						
Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tues	Wed	Thu	Fri	Sat
						1														
2	SMT/ SINC	4	PR	6	7	8			PLN	PR	3	4	8			PLN	PR	3	4	5
9	10	CC	SMT	13	14	15	6	7	CC	SMT	10	11	12	6	7	CC	SMT	10	11	12
16	MLK	PLN	19	20	21	22	13	SMT	PLN	16	17	18	19	13	SMT	PLN	16	17	18	19
23	24	CC	SMT	27	28	29	20	Pres	CC	SMT	24	25	26	20	21	CC	SMT	24	25	26
30	SMT/ SINC						27	SMT/ SINC						27	SMT	29	30	31		
April							May							June						
Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2											PR	2	3	4
3	SMT/ SINC	PLN	PR	7	8	9	1	SMT/ SINC	PLN	PR	5	6	7	5	SMT/ SINC	PLN	8	9	10	11
10	11	CC	SMT	14	15	16	8	9	CC	SMT	12	13	14	12	13	CC	SMT	16	17	18
17	18	PLN	20	21	22	23	15	SMT	PLN	18	19	20	21	19	SMT	PLN	22	23	24	25
24	SMT	CC	SMT	28	29	30	22	23	CC	SMT	26	27	28	26	27	CC	SMT	30		
							29	MD	31											
July							August							September						
Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2		SMT/ SINC	PLN	PR	4	5	6					1	2	3
3	4	PLN	PR	7	8	9	7	8	CC	SMT	11	12	13	4	LD	PLN	PR	8	9	10
10	11	CC	SMT	14	15	16	14	SMT	PLN	17	18	19	20	11	12	CC	SMT	15	16	17
17	SMT	PLN	20	21	22	23	21	22	CC	SMT	25	26	27	18	SMT	PLN	21	22	23	24
24	25	CC	SMT	28	29	30	28	SMT	30	31				25	26	27	SMT	29	30	
31																				
October							November							December						
Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1			PLN	PR	3	4	5					1	2	3
2	SMT/ SINC	4	PR	6	7	8	6	SMT/ SINC	CC	SMT	VT	11	12	4	SMT/ SINC	PLN	PR	8	9	10
9	CLB	CC	SMT	13	14	15	13	SMT	PLN	16	17	18	19	11	12	CC	SMT	15	16	17
16	SMT	PLN	19	20	21	22	20	21	CC	SMT	THG	25	26	18	SMT	PLN	21	22	23	24
23	24	CC	SMT	27	28	29	27	SMT	29	30				25	26	27	28	29	30	31
30	SMT																			
Jan-22																				
Sun	Mon	Tue	Wed	Thu	Fri	Sat														
1	2	3	PR	5	6	7														
8	9	CC	SMT	12	13	14														
15	MLK	PLN	18	19	20	21														
22	23	CC	SMT	26	27	28														
29	SMT	31																		

SMT/
SinC

Council
Meeting

Holiday

Weekend
Holiday

SMT
Meeting

PR
Comm
Meeting

Pay
Day