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

www.belmont.gov

CITY COUNCIL SPECIAL MEETING AGENDA
Thursday, March 2, 2023
9:00 AM
Belmont Sports Complex
550 Island Parkway
Belmont, CA 94002

1. ROLL CALL

2. 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.

3. GENERAL BUSINESS

General Business items are considered separately, typically in the order listed. The Chair will call for public comment on each item when the body considers the item.

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. 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 Mission, 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 and either confirm or identify specific modifications to the Council Protocols and Code of Conduct that can be incorporated into a revised version of the document(s).

Attachment(s):

2023 Strategic Planning Session - Staff Report.pdf

2023 Power Point Presentation
Facilitators Notes
Mission, Vision and Values Statment
2020 Belmont Strategic Plan
Dashboard of Key Strategic Objectives and Supporting Initiatives Deliverables
2022 Year End Accomplishments
2023 City Calendar (Summer and December Holidays
City Council Protocols
Belmont Code of Ethics and Conduct

4. ADJOURNMENT

If you need assistance to participate in this meeting, please contact the City Clerk at (650) 595-7413. 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:	March 2, 2023
Agency:	City of Belmont
Staff Contact:	Afshin Oskoui, City Manager
Agenda Title:	FY 2023/24 Strategic Planning Workshop, Review of Council Protocols and Code of Conduct, and Council Recess Dates
Agenda Action:	Discussion & Direction

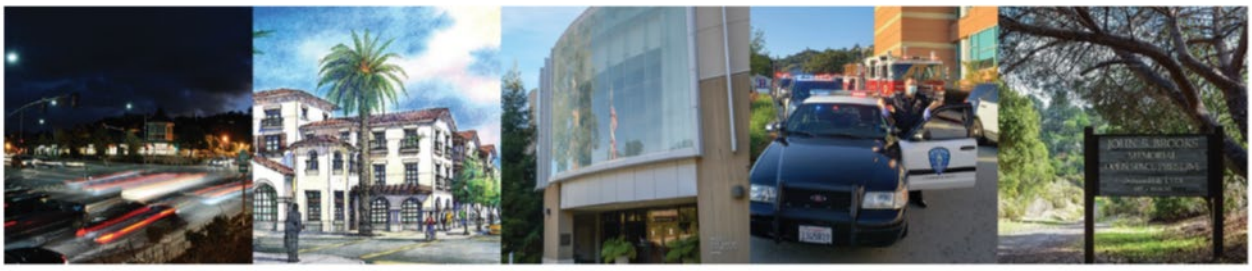
Summary

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, **Attachment D**. The Strategic Plan that resulted from that meeting was subsequently adopted in May 2020 and revisited on January 25, 2021, and February 23, 2022, for each of the following fiscal years.

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. For easy reference, **Attachment E** includes a dashboard of the specific strategies that are summarized in this report.

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 in **Attachment C** is provided to help guide the discussion of the SFAs.

Recommendation

It is recommended that the City Council either confirm the Mission, 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 July and August:

- July 25th
- August 8th
- August 22nd

Additionally, staff would ask Council to also consider canceling the second meeting in December, which falls on December 26th 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 2023.

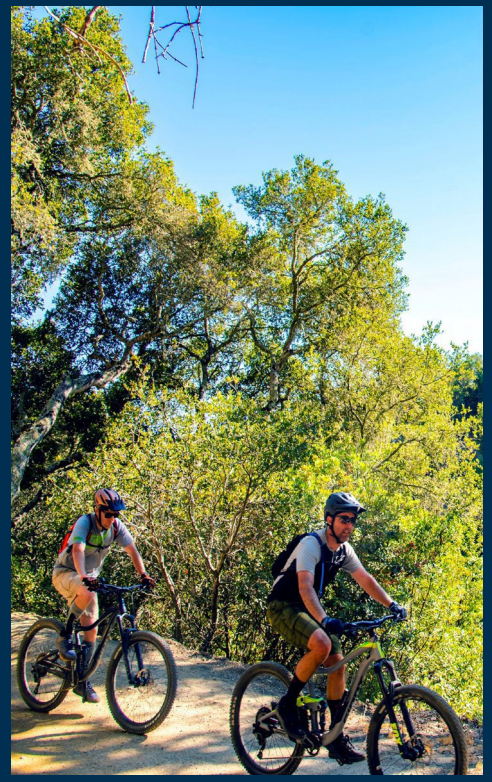
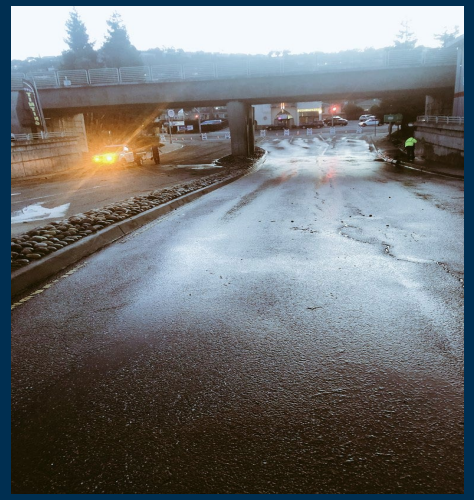
Annual Review of Council Protocols, and Code of Conduct

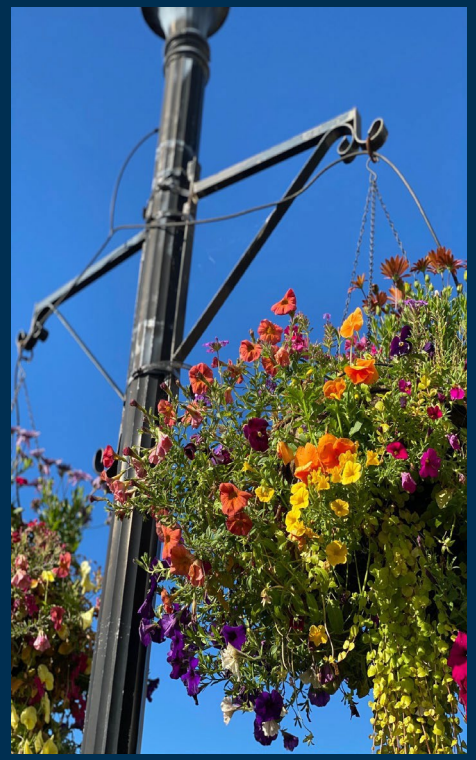
The City Council Protocols were adopted by the Council in August of 2016 and amended in April 2020. The Code of Ethics and Conduct for Elected and Appointed Officials was amended by the Council in February of 2017, and then again in Nov/Dec 2022 in light of the City moving to by-district elections. No revisions are being proposed by staff for Council consideration, unless otherwise directed by the City Council.

Attachments:

A. Power Point Presentation
B. Facilitator's Notes
C. Mission, Vision and Values Statement
D. City of Belmont Strategic Plan 2020

E. Dashboard of Key Strategic Objectives and Supporting Initiatives Deliverables
F. 2022 Year End Accomplishments
G. Council Calendar (Summer and December and Holidays)
H. City Council Protocols
I. Code of Ethics and Conduct



CITY OF BELMONT

FY 2024 Strategic Planning Workshop
March 2, 2023

Purpose

MID-CYCLE REVIEW
- Year 3 of 5-Year Strategic Plan

REVIEW OF PROGRESS & ACCOMPLISHMENTS

REVIEW OF OPPORTUNITIES & CHALLENGES

// Agenda

- Welcome/Purpose
- Public Comment
- Where We Are Today—Economic Overview & Budgetary Forecast
- Overview of Mission, Vision and Values
- Overview of Strategic Focus Areas
- Accomplishments for Each Focus Area
- Council & Staff Discussion/Working Session: Priorities for FY 23
- Wrap Up & Next Steps
- Other Matters
  - Council Calendar
  - Overview of Council protocols
- Adjourn

PUBLIC COMMENTS

ECONOMIC OVERVIEW AND BUDGETARY FORECAST

Economist's Update

Economic outlook uncertain

- Could lead to continued, slow economic growth or relatively mild, short-lived recession
- Will depend on Federal Reserve's decisions about monetary policy

Employment picture in California remains in flux

- Private sector and government jobs now exceeding pre-pandemic level
- Jobs in leisure and hospitality and other service sectors have not yet returned

High interest rates → downturn in CA housing market

- Median prices have declined 8.4% below previous peak
- Continued growth in construction will shield the state from more severe interest-rate contraction expected throughout the rest of the country

Source: UCLA Anderson Forecast

Governor's Proposed FY 2024 Budget

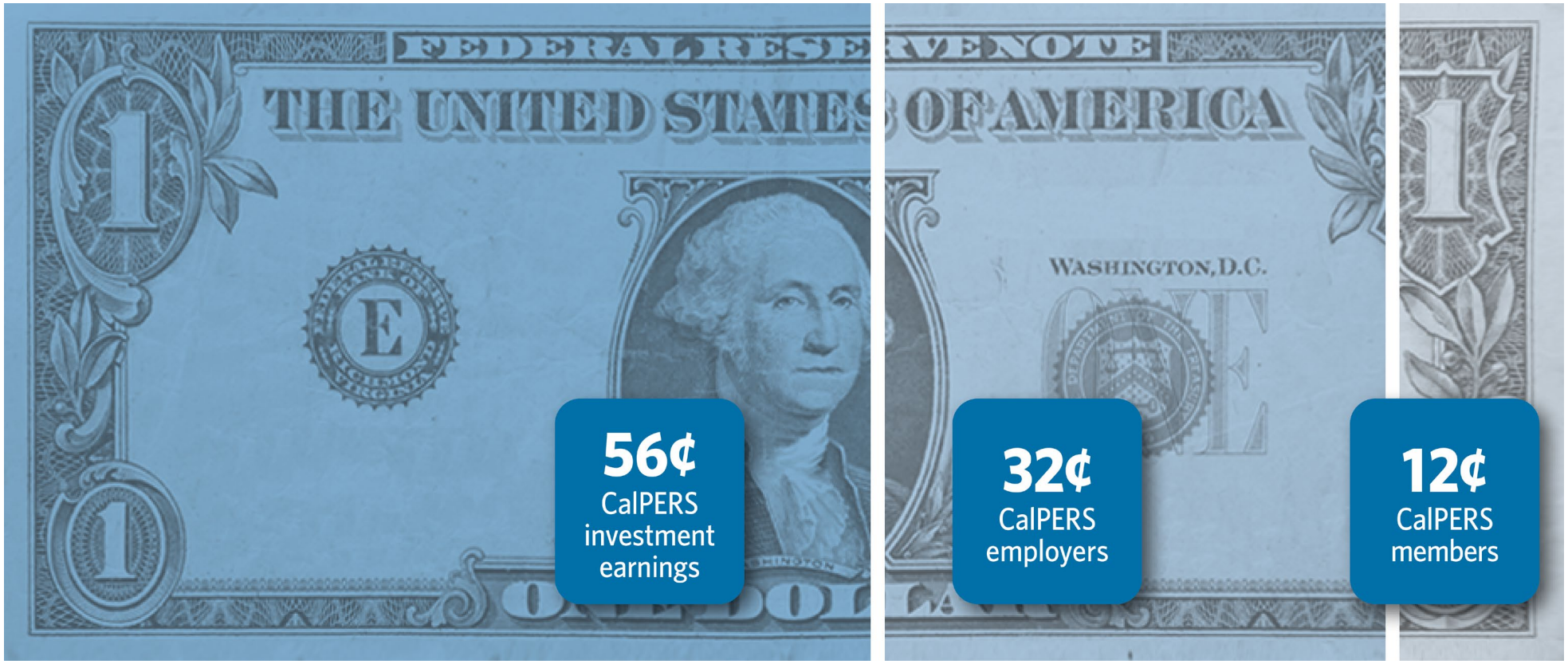




- $296.9B – Investing in California's Values
  - Transforming Education - $128.5B
  - Tackling Homelessness & Housing Supply - $3.4B
  - Increasing Health Care Access - $844.5M
  - Fighting Climate Change - $48B (multi-year)
  - Keeping Californians Safe - $564.4M
    - *Cracking down on Fentanyl, Organized Retail Theft & Other Crimes*
  - Economic Development - $1.65B
  - Strong Fiscal Foundation – *Building up and maintaining reserves, one-time spending, paying down debts*

CalPERS Pension Buck





Investment returns

- -7.4% as of 6/30/2022 (down from 21.3%)

Source: CalPERS June 30, 2022

Demographic Factors



Population: 27,203 and ↓

Source: State DoF

Office vacancy: 18.8% and ↓

- Square footage asking prices (Class A) $4.71 and ↑

Source: Colliers

Inflation: 4.9% and ↓ for Region

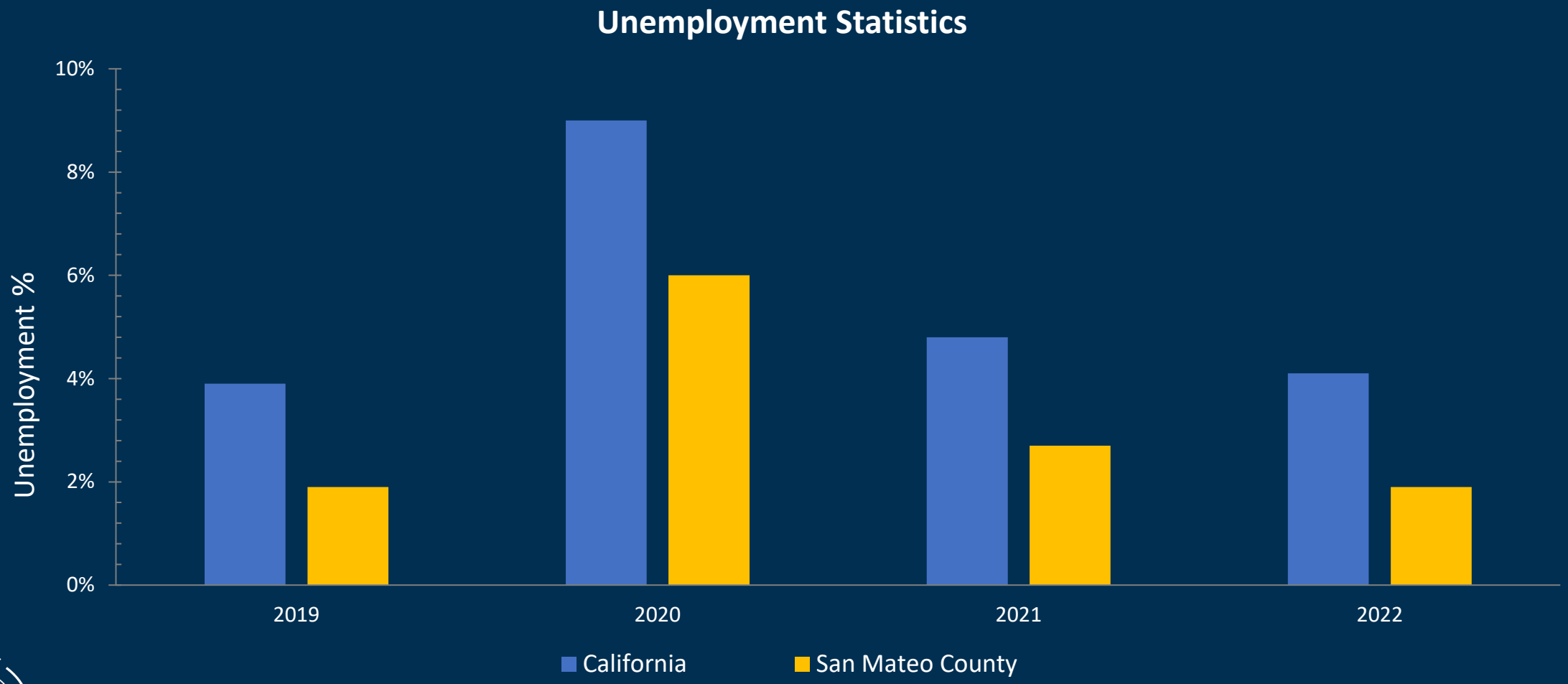
Source: BLS

Interest rates: 2.17% and ↑

Source: LAIF State Treasurer

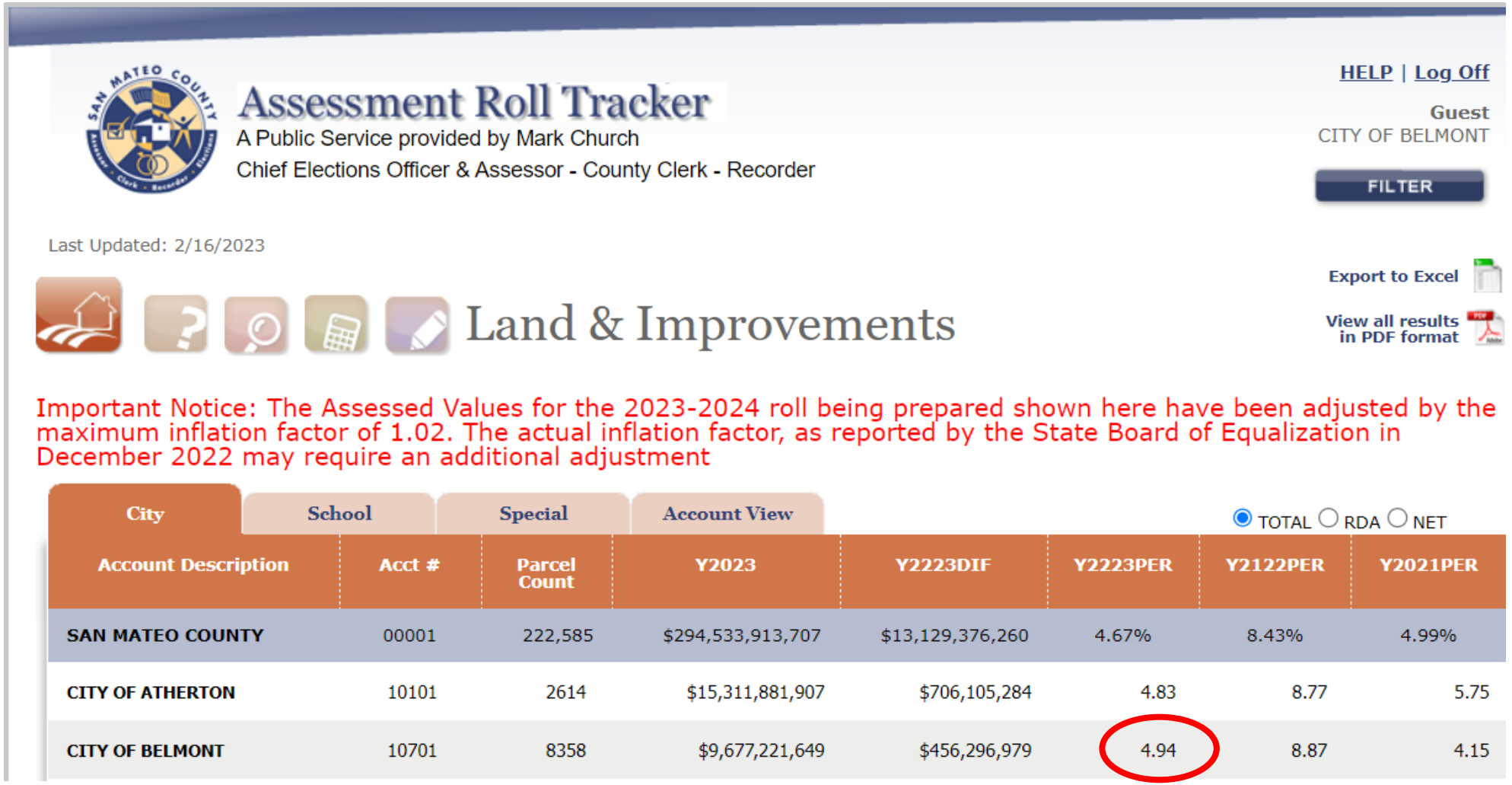
CITY OF BELMONT

Demographic Factors



Source: California Employment Development Department

Belmont Assessed Valuation



Assessment Roll Tracker

A Public Service provided by Mark Church

Chief Elections Officer & Assessor - County Clerk - Recorder

HELP | Log Off

Guest

CITY OF BELMONT

FILTER

Last Updated: 2/16/2023

Export to Excel

View all results in PDF format

Land & Improvements

Important Notice: The Assessed Values for the 2023-2024 roll being prepared shown here have been adjusted by the maximum inflation factor of 1.02. The actual inflation factor, as reported by the State Board of Equalization in December 2022 may require an additional adjustment

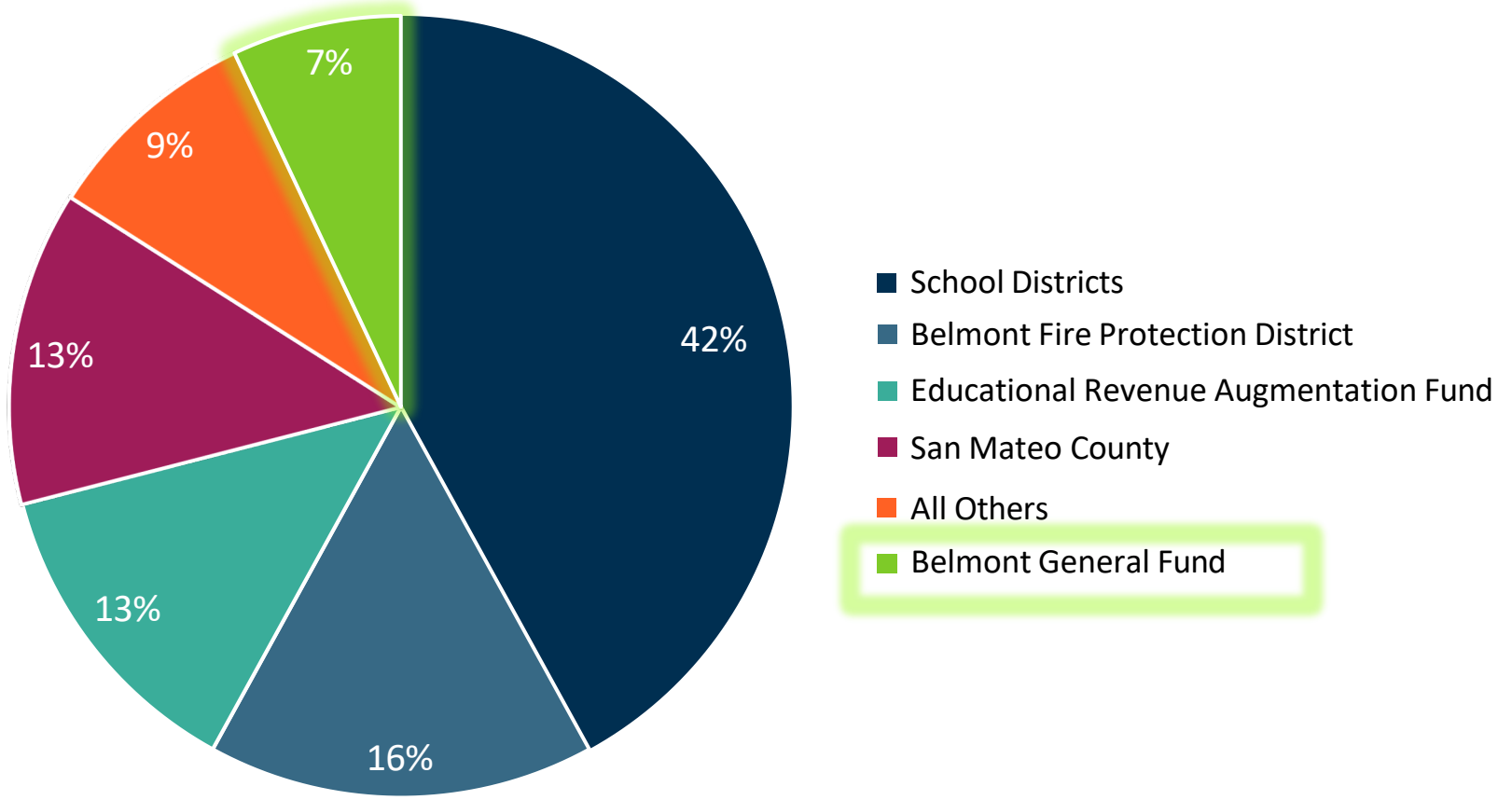
City | School | Special | Account View

TOTAL RDA NET

Account Description	Acct #	Parcel Count	Y2023	Y2223DIF	Y2223PER	Y2122PER	Y2021PER
SAN MATEO COUNTY	00001	222,585	$294,533,913,707	$13,129,376,260	4.67%	8.43%	4.99%
CITY OF ATHERTON	10101	2614	$15,311,881,907	$706,105,284	4.83	8.77	5.75
CITY OF BELMONT	10701	8358	$9,677,221,649	$456,296,979	4.94	8.87	4.15

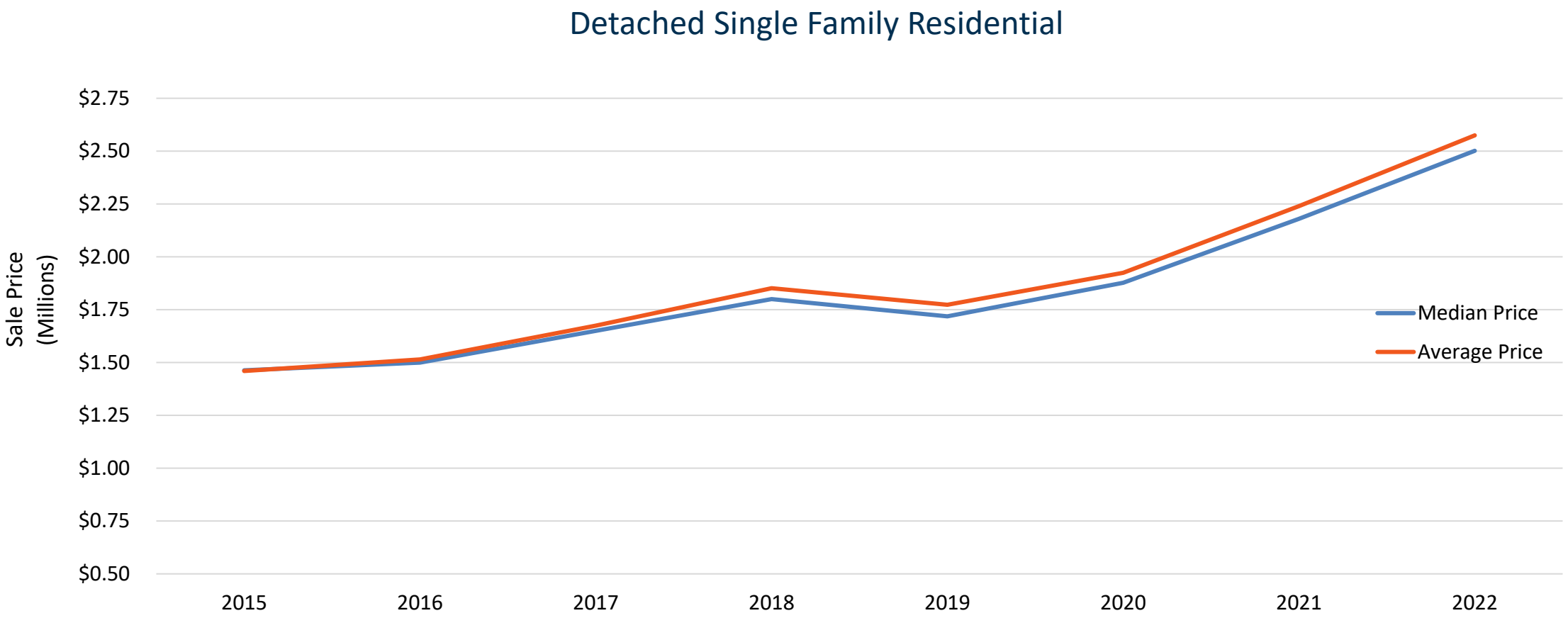
Source: San Mateo County

Where Does the 1% Property Tax Go?



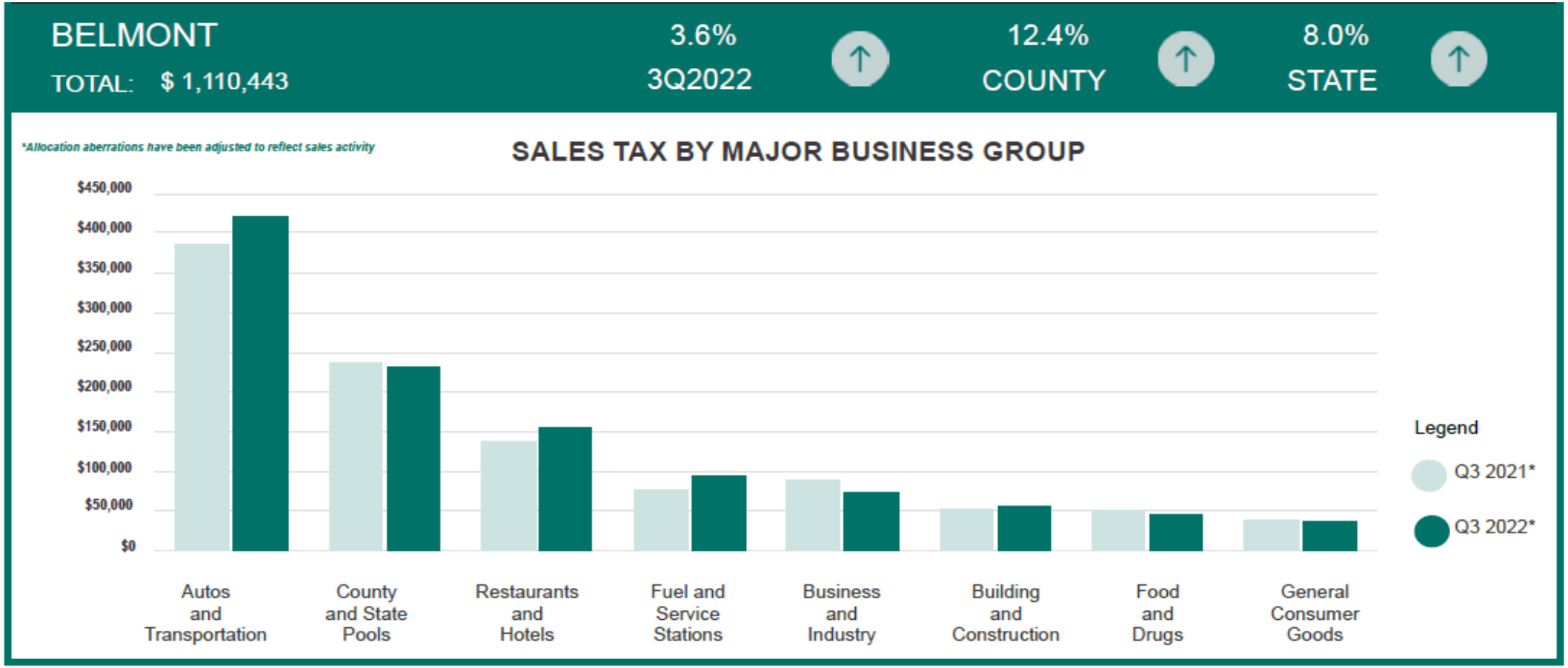
Source: HdL: San Mateo County Assessor
2022/23 Annual Tax Increment Tables

Property Tax

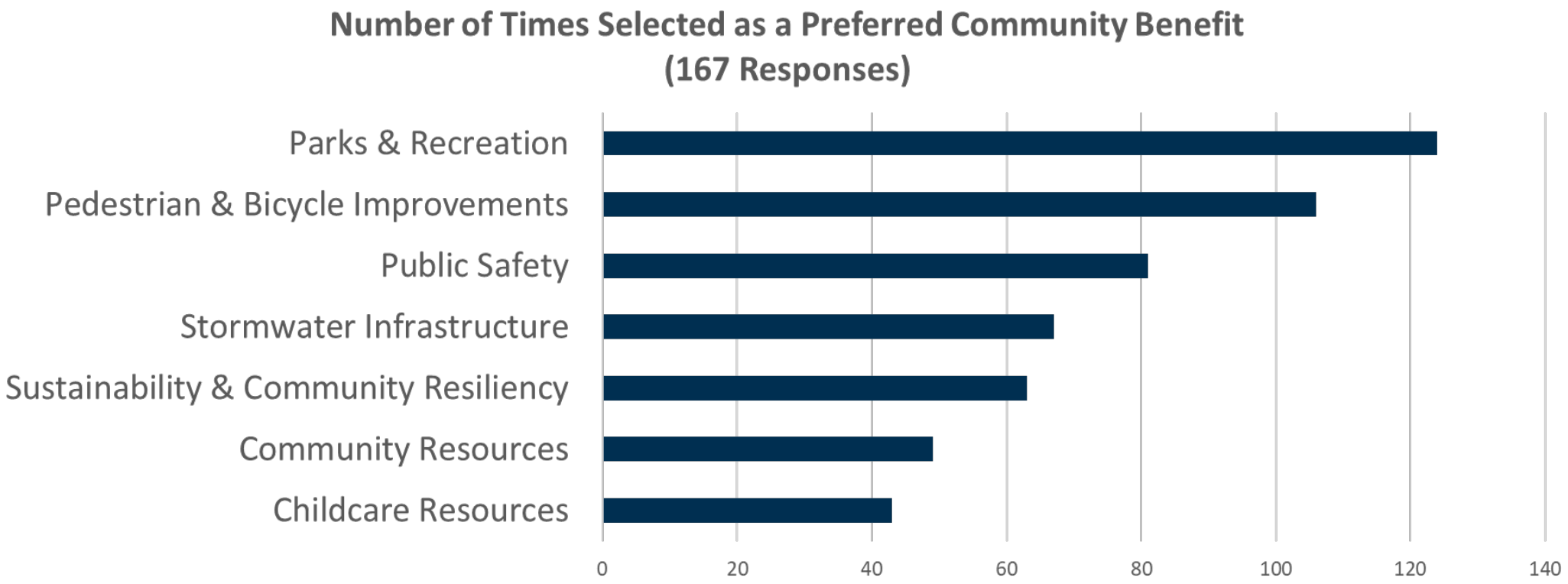


Source: HdL: San Mateo County Recorder

Sales Tax Update – 3Q 2022 (July – September)



Community Benefit Survey Results



Next Steps

- Continue to engage the community to identify community service priorities
- Focus on diversification of locally-controlled revenues, long-term fiscal sustainability; prevent cuts to critical services
- Explore new revenue sources to address aging sewer and storm drain infrastructure to ensure community resiliency

MISSION, VISION, & VALUES

MISSION, VISION & VALUES STATEMENTS



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

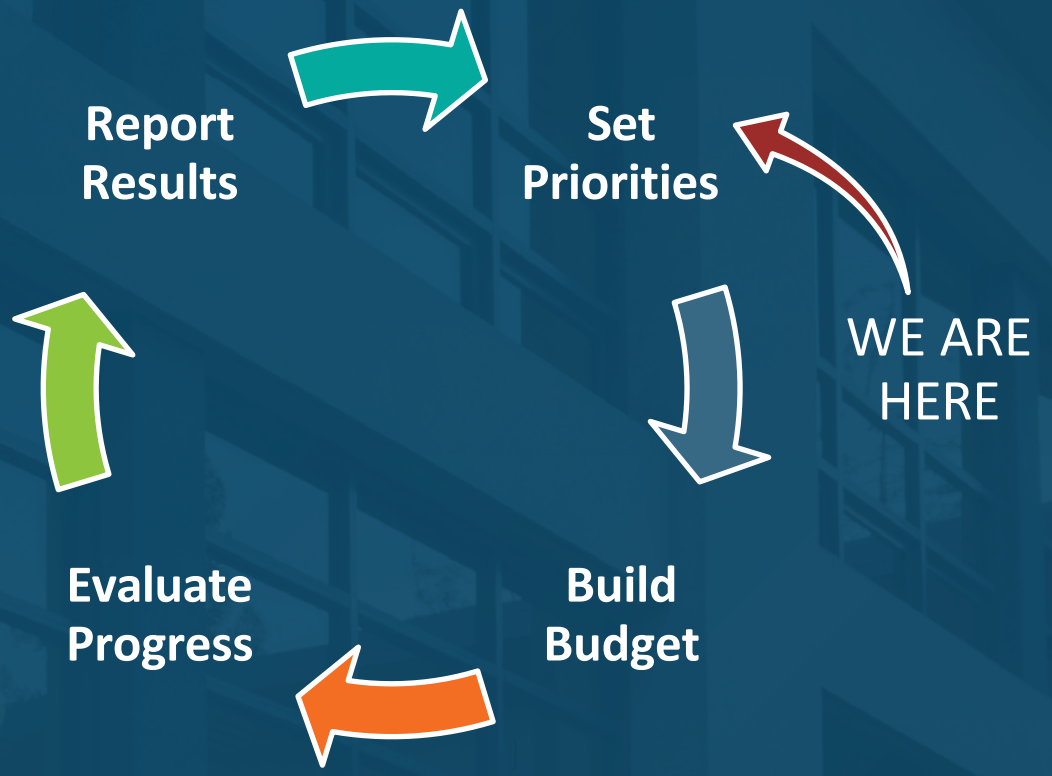
// MISSION, VISION AND VALUES STATEMENTS

Staff seeks direction if any changes are desired by Council

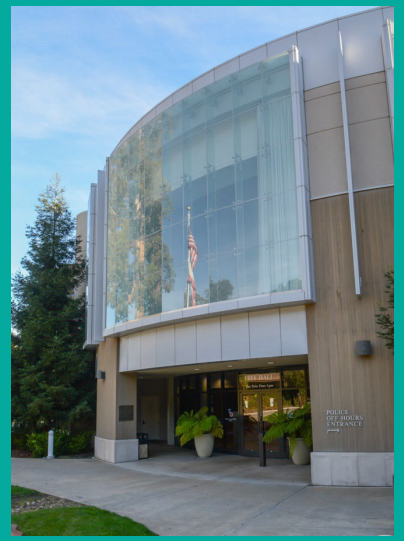
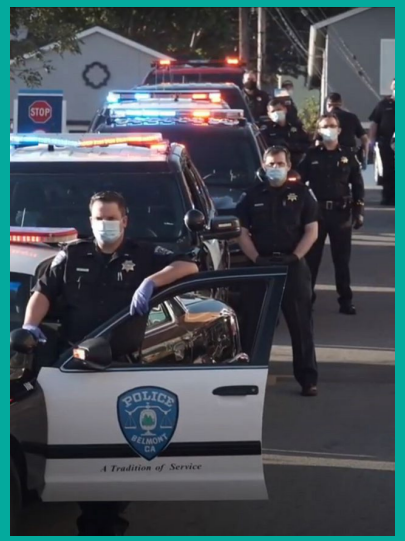
STRATEGIC PLANNING

// Strategic Planning

City's Vision Statement, Priority Setting Process, and City Budget are Connected







Strategic Focus Areas – Presentation & Discussion

Strategic Focus Areas



MISSION

VISION

VALUES

STRATEGIC FOCUS AREAS

GOALS

OBJECTIVES

CITY OF BELMONT

2020 STRATEGIC PLAN

> Infrastructure and Mobility

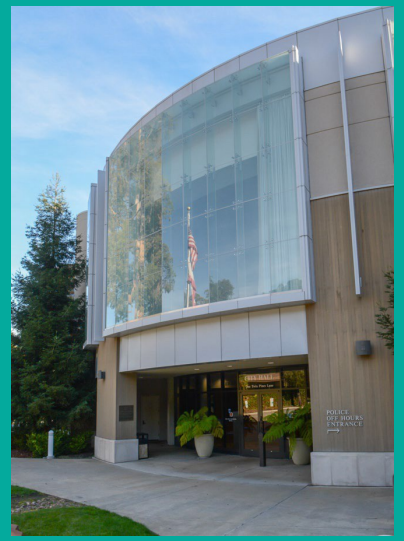
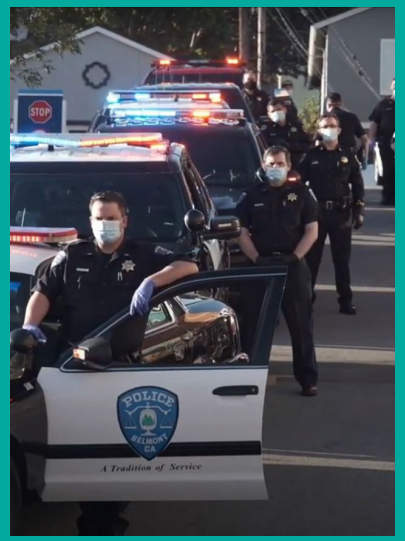
> Economic Development & Housing

> Fiscal & Organizational Sustainability

> Public Safety

> Quality of Life





Accomplishments for Each SFA



INFRASTRUCTURE & MOBILITY



Infrastructure Investment – PW Accomplishments

- 2022 Pavement Rehabilitation Project (5 streets) completed
- Ralston Segment 3 Pedestrian/Bicycle improvements completed
- North Road Pump Station and Force Main completed
- ECR/OCR Sanitary and Storm Sewer Rehabilitation Project completed
- Hiller Gravity Pipe Upgrade almost completed
- Sewer & Storm Master Plans – 60% complete
- Ralston Adaptive Signals - completed
- San Juan Pump Station Creek Stabilization – bid opening March 16th
- Davey Glen ADA Project – bid opening March 16
- 2023 Sanitary Sewer Rehabilitation Project - bid opening March 16
- Relocation of traffic signal cabinets – bid opening March 16th
- Ralston Segment 3 Cold-In- Place recycled pavement to be advertised in March.
- 2023 Pavement Project – to be advertised to bid in March.
- Twin Pines Park Detention Basin and Creek restoration projects - 30% design completed



Infrastructure Investment

Accomplishments – P&R

- EV charging RFP published
- New roofing at ports Complex bldgs
- CalOES-funded resiliency equipment in place
- Resurfaced 4 City tennis courts
- Maintained parks, fields and open space
- Awarded CalFire and FEMA grant funds for open space fuel reduction and home hardening education



Infrastructure Investment

Accomplishments – P&R

- Parks, Recreation & Open Space Master plan underway; currently in Initial Study phase of environmental review
- EV charging RFP published
- New roofing at Sports Complex bldgs
- CalOES-funded resiliency equipment in place
- Resurfaced 4 City tennis courts
- Maintained parks, fields and open space
- Awarded CalFire and FEMA grant funds for open space fuel reduction and home hardening education

Accomplishments – PW

- 2022 Pavement Rehabilitation Project completed
- Ralston 3 Pedestrian/Bicycle improvements completed
- North Road Pump station and force main completed
- ECR/OCR Sanitary & Storm Sewer Rehabilitation completed
- Hiller Gravity Pipe Upgrade almost completed
- Sewer and Storm Master Plans – 60% complete
- Twin Pines Detention Basin and Creek restoration projects - ongoing
- Ralston Adaptive signal project complete
- 2023 Pavement Project – to be advertised in March.
- 2023 Sanitary Sewer Rehab Project - bid opening March 16
- Davey Glen ADA Project – bid opening in March 16



ECONOMIC DEVELOPMENT & HOUSING



Accomplishments

- In 2022, the Permit Center received 2,187 permit applications and issued 1,814 permits
- Planning Received 51 New Project Applications in 2022
- Issued building permits for 27 new Accessory Dwelling Units (ADUs)
- Pipeline development activity includes 942 new housing units; 508 are under construction, 172 have received entitlements, 262 in development review

- Adopted Energy Reach Code & EV Infrastructure Regulations
- Launched new economic development webpage for businesses, developers, and other stakeholders
- Launched Community Benefits Priority Survey
- Updated Housing Mitigation Fees for residential and non-residential development
- Adopted Belmont Village Specific Plan Streetscape Design Guidelines Project



FISCAL & ORGANIZATIONAL SUSTAINABILITY

Fiscal Sustainability

- GFOA Award received for FY 2021 Annual Comprehensive Financial Report for the 23rd consecutive year
- Budget document revamped two years ago; received the GFOA Distinguished Budget Presentation Award and the CSMFO Operating Budget Excellence Award for FY 2023 Budget for second consecutive year
- Completed sale of vacant Housing Successor real property assets, with proceeds reinvested into affordable housing projects.
- Refinanced Sewer Treatment Facility Revenue Bonds before rate hikes took effect, resulting in approximately $3.5 million in savings and mitigated increases to sewer facility charges to Belmont residents.
- Achieved voter approval of the hotel tax ballot measure adjusting the TOT rate from 12% to 14% with vast community support and funding to provide essential City services

Certificate of Achievement FOR EXCELLENCE IN Financial Reporting

CSMFO

Organizational Sustainability

Accomplishments – HR

- Successfully recruited talented staff in highly competitive labor market
- Executed aggressive strategies to fill double digit vacancies
- Negotiated successor MOU/labor contracts with bargaining groups
- 100% compliance of mandatory harassment prevention training
- Recognized employees through Annual Employee Recognition and Appreciation events in person and virtually

Accomplishments – Communications

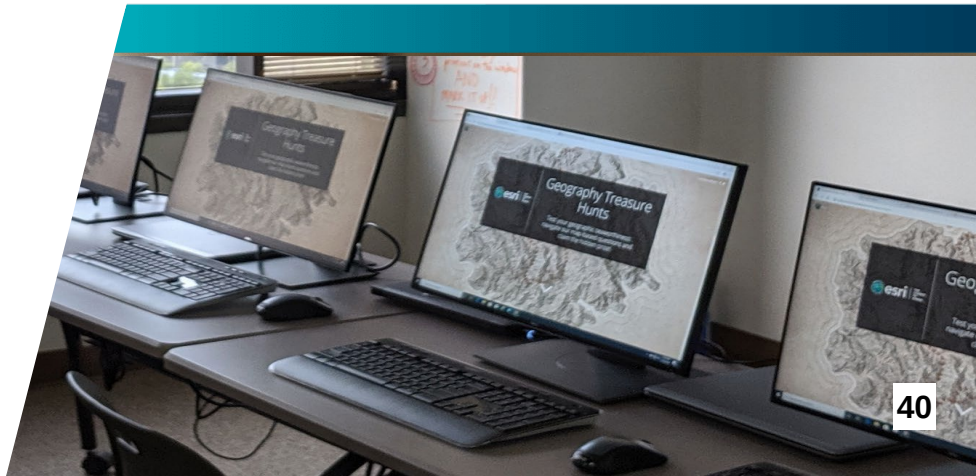
- Reimagined and enhanced the City Brand including logos, themes, and ongoing vision
- Streamlined notifications platforms to heighten proactive public communication (meeting agenda, weekly newsletter, press releases)
- Enhanced social media presence and outreach efforts

Organizational Sustainability (cont'd)

Accomplishments – IT

- Continued telecommuting support and expansion
- Implemented new software for improved weekly updates
- Designed Executive Dashboard/portal
- Upgraded Virtual Server Farm environment
- Expanded security camera infrastructure to include Sports Complex
- Upgraded 311-Citizen Reporting/Engagement application
- Streamlined Council agenda packets, staff reports and contracts

- Migrated digital content to cloud storage
- Protected City from cyber threats
- Conducted GIS Health-Check with departments





PUBLIC SAFETY



Accomplishments

- Increased Staffing to the C.A.R.E. (Crisis Assessment Resource and Education) Team
- Held the 2nd Annual Mental Health Symposium with our Mental Health Partners
- Completed the 2nd Annual Belmont Police Department Community Academy (Next Class Starts March 1st, 2023)
- Public Information Group increased proactive messaging to the community
- Maintained a robust approach to outreach and transparency
- Provided a safe community to live, work, and thrive







QUALITY OF LIFE

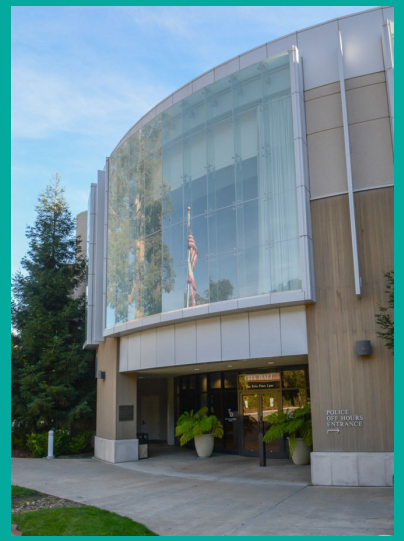
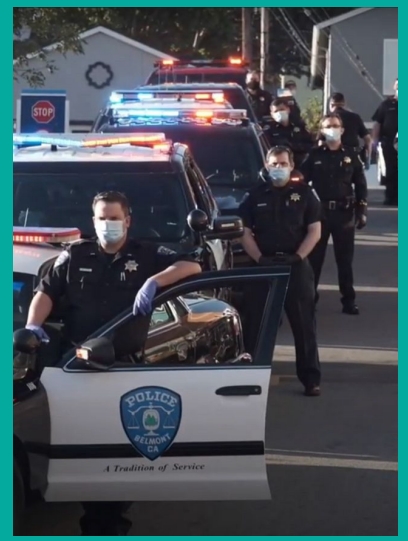
Accomplishments

- Received Age Friendly City designation from World Health Organization
- Expanded drop-in hours and activities at Twin Pines Senior Center
- Relaunched aquatics program at Carlmont High School
- D.E.I. program underway with City staff
- Hosted Lunar New Year event 2x
- Residential Chipping program (2nd year)
- 177 tree permits processed



- Implemented youth scholarship and inclusion camp programs
- 508 unique classes offered to Youth in 2022; exceeded 2019 revenue
- Strong partnerships with signature contractors at Barrett Community Center; (Footsteps, Stepping Stone Enrichment Academy, Heartbeat Dance)
- Movies in the Park at 2 new locations
- Multiple new and signature events for youth and families – Trunk or Treat, Egg Hunt, Letters to Santa, Youth field trips, & more
- Adopted Children's Outdoor Bill of Rights





Staff Overview of Upcoming Initiatives

CITY OF BELMONT

INFRASTRUCTURE AND MOBILITY



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

- Objectives:
  - > Enhance multi-modal transportation
  - > Advance pavement and street improvements
  - > Advance sewer and stormwater system improvements
  - > Improve Parks and Facilities

Upcoming Initiatives

Parks and Recreation

- Install EV charging stations at City Hall
- Complete PROS plan and Open Space Management Plan and begin Phase 1 implementation
- Complete City facility assessment
- Assist with Belmont Creek restoration project

- Implement D.E.I. initiatives across programs and events

Public Works

- Paving and slurry work through 2026
- Storm drain and sewer system master plans – New Sewer Lateral Policy
- Stormwater Detention & Creek Restoration design in Twin Pines Park
- Long-term Stormwater funding mechanism
- Complete design of Alameda de las Pulgas corridor improvement project

ECONOMIC DEVELOPMENT AND HOUSING



- Goal: Local business, land use, and housing policies that support economic development, downtown revitalization and diversity of housing choices
- Objectives:
  - > Implement Economic Development strategy
  - > Facilitate progress towards completion of Harbor Industrial Specific Plan & EIR Project
  - > Successfully Manage Large Scale Development Projects (Stanford, Biomed)
  - > Implement Housing Element Actions

Upcoming Initiatives

- Economic Development Workplan – short and long-term initiatives
- General Plan – Housing Programs, Safety Element Update, Density, CFD and Transportation Mitigation related Policy updates
- Long Range Planning – HIA and 101 Innovation District
- Annexation – HIA, Infrastructure, Financing
- Place Making – Wayfinding Signage Program
- Affordable Housing Initiatives – funding, lower-income priority
- Pipeline projects – Island Parkway, Shoreway Road, and HIA Biotech Projects; Housing, NDNU/Stanford, Davis Drive
- Cannabis policy

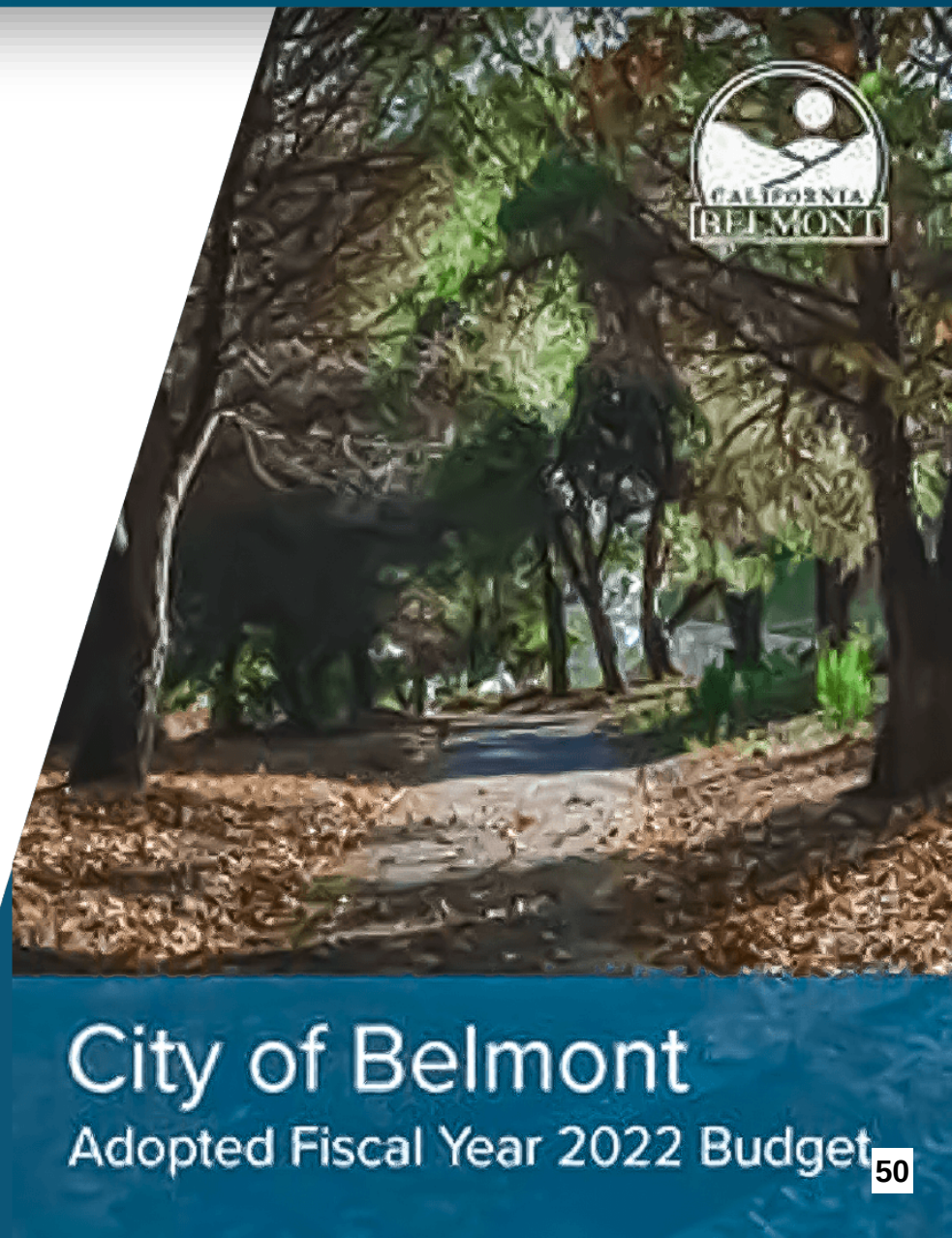




FISCAL & ORGANIZATIONAL SUSTAINABILITY

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

- Objectives:
  - > Ensure Fiscal/Revenue Sustainability
  - > Strengthen Organizational Development



Upcoming Initiatives

Finance Department:

- Complete Revenue Measures: BLT, TOT, Services CFD, Cannabis, Sewer Refunding, RDA Bonds, Sewer Rates and Connections Fees, Stormwater Fee Update, FY 2023 limited scope fee study
- 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
- Conclude dissolution of Belmont Successor Agency

Upcoming Initiatives

Human Resources

- Continue to offer relevant training and development/ leadership academies to prepare staff for leadership positions
- Manage and control grievances and facilitate corrective action
- Improve City onboarding process
- Advance classification study
- Revitalize employee wellness program as resources become available

Information Technology (IT)

- Implementing IT Strategic Plan
- Tech upgrades for Council Chambers
- Broadcast Booth hardware/software upgrades
- GIS governance and application development/use

PUBLIC SAFETY

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

- Objectives:
  - > Ensure public safety – police and fire



Upcoming Initiatives

- Explore additional staffing to satisfy the needs of the thriving community
- Upgrade the antiquated communication infrastructure to meet DOJ (Department of Justice) requirements
- Utilize advancing technologies to assist in providing a safe environment to live and work
- Always looking for new innovative ways to connect and address community concerns through collaboration and partnerships



QUALITY OF LIFE



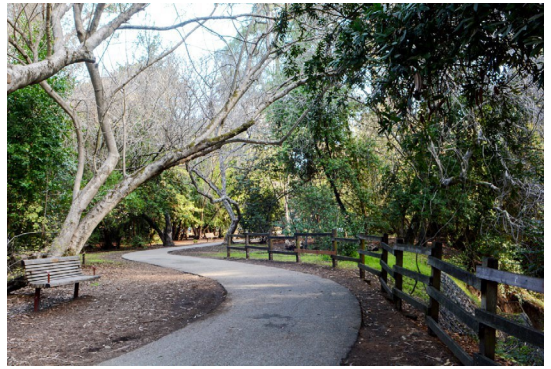
- Goal: Maintain and enhance Belmont's character and quality of life in our community.

- Objectives:
  - > Improve Parks & Recreation programs and facilities
  - > Promote place-making
  - > Expand communication and outreach

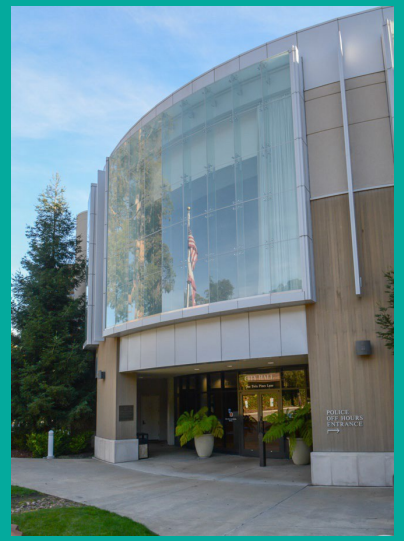
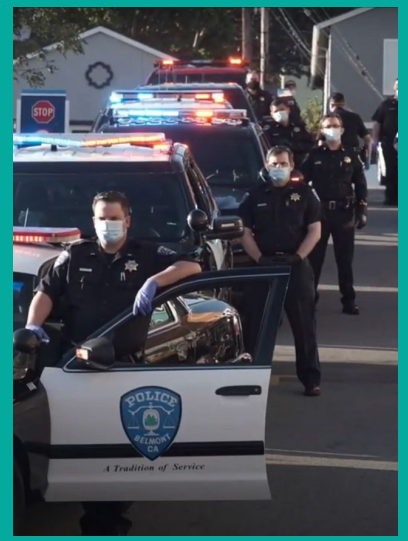
Upcoming Initiatives

- Complete PROS plan
- Seek funding for new Community Center and begin next level of design
- Complete City Tree & Facility Assessments
- Continue to deliver innovative and high-quality programming and events
- Administer grant funding for open space fuel reduction
- Continue Twin Pines Master Plan Phase 1 implementation
- Prepare for Belmont Creek project impacts on P&R programming
- Continue DEI planning and implementation
- Implement Public Art installation









Council & Staff Discussion/Working Session

CITY OF BELMONT

WRAP UP & NEXT STEPS

Council Discussion of Strategic Focus Areas & Priorities



- Staff seeks Council Direction as to which top SFAs or projects are of highest priority for FY 2023
- Other future endeavors (Council to brainstorm ideas with staff input)

For each idea, consider:



Working Together for Success & Bringing our Plans to Life



Next Steps:
Carry out a comprehensive review of the City's Strategic Plan

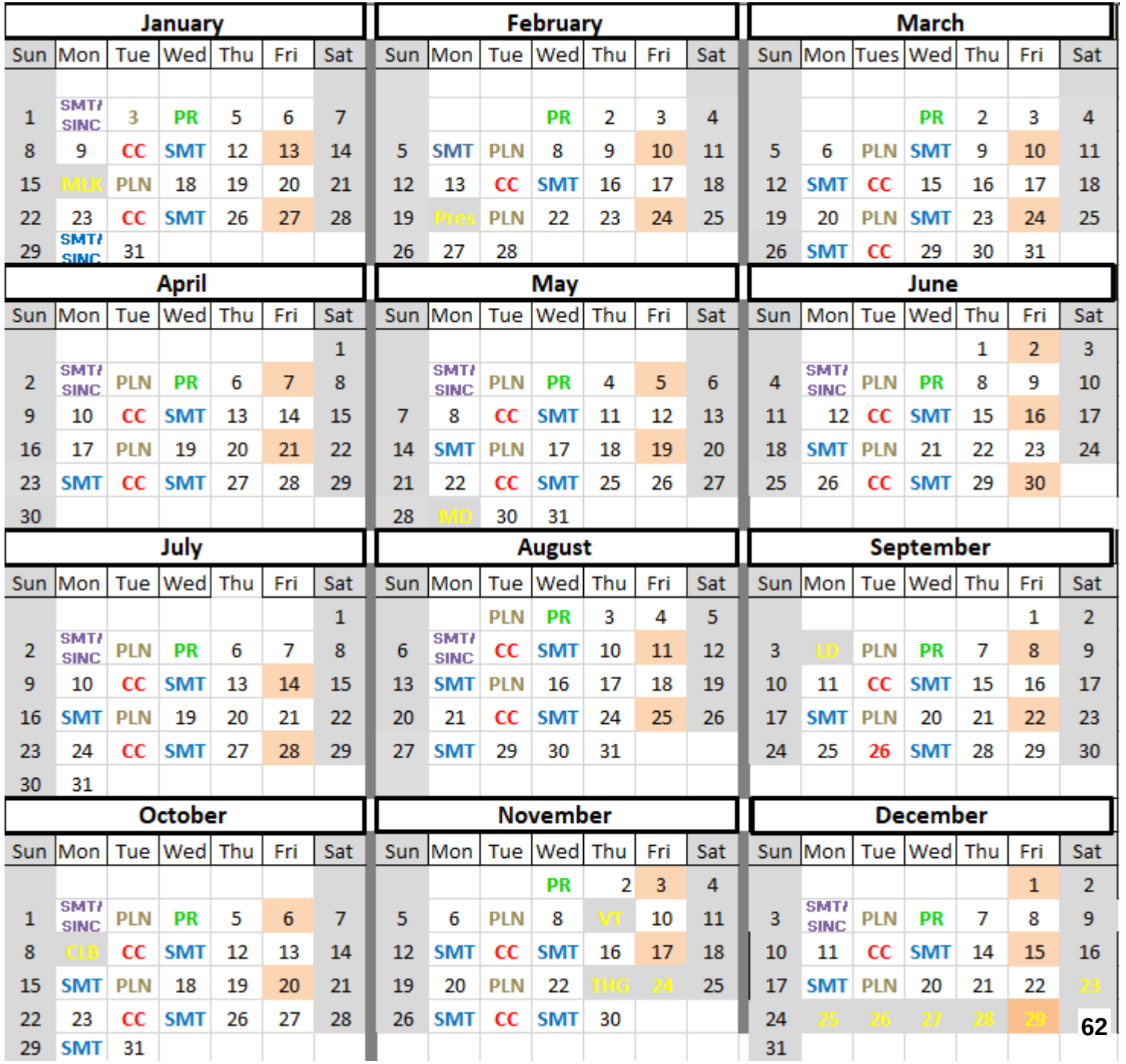
- Continue engaging the public
- Ensure that the new priorities and any relevant revisions are made to the Plan.

OTHER MATTERS

2023 City Council Meeting Calendar

Considerations:

- Council Recess-
  (cancel July 25th August 8th August 22nd) ?)
- Proposed Holiday Closure:
  December 25, 2023 – January 1, 2024



January

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	SMT/ SINC	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/ SINC	31				

February

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			PR	2	3	4
5	SMT	PLN	8	9	10	11
12	13	CC	SMT	16	17	18
19	Pres	PLN	22	23	24	25
26	27	28				

March

Sun	Mon	Tues	Wed	Thu	Fri	Sat
			PR	2	3	4
5	6	PLN	SMT	9	10	11
12	SMT	CC	15	16	17	18
19	20	PLN	SMT	23	24	25
26	SMT	CC	29	30	31	

April

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	SMT/ SINC	PLN	PR	6	7	8
9	10	CC	SMT	13	14	15
16	17	PLN	19	20	21	22
23	SMT	CC	SMT	27	28	29
30						

May

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	SMT/ SINC	PLN	PR	4	5	6
7	8	CC	SMT	11	12	13
14	SMT	PLN	17	18	19	20
21	22	CC	SMT	25	26	27
28	MD	30	31			

June

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	SMT/ SINC	PLN	PR	8	9	10
11	12	CC	SMT	15	16	17
18	SMT	PLN	21	22	23	24
25	26	CC	SMT	29	30	

July

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	SMT/ SINC	PLN	PR	6	7	8
9	10	CC	SMT	13	14	15
16	SMT	PLN	19	20	21	22
23	24	CC	SMT	27	28	29
30	31					

August

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		PLN	PR	3	4	5
6	SMT/ SINC	CC	SMT	10	11	12
13	SMT	PLN	16	17	18	19
20	21	CC	SMT	24	25	26
27	SMT	29	30	31		

September

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	LD	PLN	PR	7	8	9
10	11	CC	SMT	15	16	17
17	SMT	PLN	20	21	22	23
24	25	26	SMT	28	29	30

October

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	SMT/ SINC	PLN	PR	5	6	7
8	CLB	CC	SMT	12	13	14
15	SMT	PLN	18	19	20	21
22	23	CC	SMT	26	27	28
29	SMT	31				

November

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			PR	2	3	4
5	6	PLN	8	VT	10	11
12	SMT	CC	SMT	16	17	18
19	20	PLN	22	THG	24	25
26	SMT	CC	SMT	30		

December

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	SMT/ SINC	PLN	PR	7	8	9
10	11	CC	SMT	14	15	16
17	SMT	PLN	20	21	22	23
24	25	26	27	28	29	
31						

City Council Protocols



Refer to Supplemental Materials

Affirm Protocols

2023
Let's Get to Work

MEMORANDUM

DATE: February 28, 2023

TO: Honorable Members of the City Council, City of Belmont

FROM: Andy Pendoley, Strategic Planning Consultant

RE: Summary of Key Themes – Interviews with City Council Members and Senior Management Team Members

---

As a first step in the process to update the Strategic Plan for the City of Belmont, each City Council member and Senior Management Team (SMT) member participated in an interview with the strategic planning consultant. Each interview occurred via videoconference in a one-on-one format across a range of topics including: the City's new governing structure; priorities for the near and long-term; communications among Councilmembers and SMT; and desired outcomes for the strategic planning process. Following is a summary of key themes that emerged across these topics and interviews.

New City Governance Structure

The city's new governance structure of an elected Mayor position and four district-based Councilmembers provides opportunities for a broader representation of community voices in civic governance, which is a value everyone shares. As Belmont is a relatively small city, many opportunity, issue, and focus areas are not relegated to specific districts (with the exception of growth planned in District 1,) thus should largely be considered with a citywide view. That said, respecting the situations when decisions impact or benefit one or two districts disproportionately compared to the other districts should be acknowledged and considered. Nevertheless, honoring the City Council's recently adopted code of conduct and governance that emphasizes citywide considerations for all Councilmembers will be important to communicate and foster among all community members.

Moving forward, many believe that representation through the district-based structure will be best served by encouraging significant numbers of candidates. City government could promote closer engagement through commissions and similar participatory structures that bring more community members into the governing space.

Communication and Collaboration

While deliberation among Councilmembers is governed and restricted by the Brown Act, continuing to promote open, inclusive dialogue during regular council meetings is important. Where feasible and appropriate, study sessions, sub-committee arrangements, and similar convenings among Councilmembers are desirable to "dive deeper" on issues and explore solutions.

Councilmembers appreciate the ongoing, consistent, and open lines of communication with the City Manager and SMT. Continued responsiveness to Councilmembers' requests for information are appreciated, particularly among new council members. Similarly, SMT members work closely together through regular formal and informal communications that help to get work done efficiently, effectively, and in a coordinated way.

Long-Term Priorities

Land and Housing Developments

With a significant amount of long-range planning for growth recently completed or near completion, implementation of major development, housing, parks and recreation efforts should move forward. Implementing the Belmont Village Specific Plan, major housing developments, and life science developments offer many opportunities to improve infrastructure, increase public revenues, and elevate Belmont's profile in the region.

While Councilmembers and SMT members agree these will be positive changes for the community, there is also recognition that implementation will need significant attention and resources from city government to support smooth, streamlined efforts. Some specific areas include the following:

- Strengthening staff resources/levels to process major development projects.
- Increasing communications and engagement with community members– particularly in and around the primary housing sites along the El Camino Real and transit corridors –to ensure their concerns about growth, impacts, and community benefits are addressed and respected to the greatest extent possible.
- Measuring and addressing the expected growth in traffic congestion.

City Finances and Revenue Sources

Currently, city finances are generally viewed as stable and in good standing. With forthcoming and significant growth and development in the community, additional needs for city services and infrastructure will also grow. New opportunities to generate public revenues are possible as part of this growth and development, but will require close analysis and consideration of options, including but not limited to: development impact fees; special financing districts; business license tax; tax measures; and other options.

Climate Change and Resiliency

As recent storms demonstrated and reminded: major weather events, sea level rise, flooding, and similar conditions are expected to be the norm, if not growing in frequency. The impacts on public safety, infrastructure, commerce, and public resources will require continual preparedness and coordination within City departments and in partnership with other public agencies.

Commercial Cannabis Regulation

While initial study and consideration of commercial cannabis zoning did not result in new regulation, many acknowledge that further consideration is worthwhile or necessary. That said, given other long and near-term priorities under consideration, and the likelihood that this zoning would occur where

other major development and changes are planned, moving this forward should be grounded in extensive community engagement.

Stanford Belmont Campus

While the potential change of Notre Dame de Namur University to a Stanford University property is compelling to many in the community, how this may occur is still to be determined. The City has very limited authority to influence Stanford's decisions for the campus' future. City leaders understand that close collaboration and relationship-building with Stanford officials will be necessary to encourage desirable community benefits and mitigated impacts.

Public Safety Resources

Continued investment in public safety resources is desired to support planned growth and development in the community. Rehabilitation of Fire Station 15 and proportionate growth in staffing ratios related to service areas and population densities are top priorities.

Near Term Priorities

Generally, initiating or continuing sustained efforts and progress toward the long-term priorities are important to everyone. Following are additional near term priorities identified by interviewees:

- Filling Open SMT Positions: The open director positions in Human Resources and Information Technology have impacted City operations. Filling these positions to ensure that core operations have minimal/zero disruption are vital to promoting a productive workplace and delivery of City services.
- Completing the Parks and Recreation Master Plan: While some aspects of the planning process have been contentious and difficult, completing the environmental review and the master plan will help the City and community to move forward in strengthening access to parks and open space.
- Engaging the Community: The significant amount and pace of change that will occur in Belmont in the next decade may cause major concerns in specific communities, if not citywide. Elevated levels of meaningful, deep community engagement to support localized projects and/or citywide initiatives may be warranted to address fears, improve outcomes, and sustain confidence in civic leadership.
- Implementing Diversity, Equity, and Inclusion (DEI) Initiatives: Pursuing meaningful change towards true DEI in the civic fabric and city operations and services will take time. Nonetheless, incremental, measured efforts and changes are feasible in the near-term, and should continue with sustained and intentional implementation into the long term.

Strategic Plan Update

Overall, the Strategic Plan framework and the elements are an effective organizing structure for the City. It is important that it continue to organize efforts in a prioritized structure, including estimated time frames and measures for progress and completion. Identifying how near term efforts support long-term

priorities is also important. The quarterly progress report to City Council via the “dashboard” is valuable; however, a streamlined reporting format may be helpful for communicating progress and status. A streamlined format may also support SMT members in efficient use of their time in gathering and reporting on progress.

###

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 OF BELMONT

2020 STRATEGIC PLAN

CALIFORNIA BELMONT

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.



Infrastructure & Mobility



Economic Development & Housing



Fiscal & Organizational Sustainability



Public Safety



Quality of Life

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!

Respectively 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

ECONOMIC DEVELOPMENT & HOUSING

GOALS

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

OBJECTIVES

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

FISCAL & ORGANIZATIONAL SUSTAINABILITY

GOALS

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

OBJECTIVES

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

PUBLIC SAFETY

GOALS

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

OBJECTIVES

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

QUALITY OF LIFE

GOALS

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

OBJECTIVES

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
Jennifer Rose, Economic Development & Housing Manager
Nawel Voelker, Finance Department
Jozi Plut, City Manager's Office

Facilitator

Michele Tamayo, Tamayo Group, Inc.

Graphic Design

JPW Communications



DASHBOARD OF KEY STRATEGIC OBJECTIVES AND SUPPORTING INITIATIVES DELIVERABLES

CITY OF BELMONT

CALIFORNIA BELMONT

● Meeting or ahead of target ◕ Slightly behind target ● Behind target ● Complete

INFRASTRUCTURE & MOBILITY

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



STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS | MILESTONES
	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 Artisian Crossing project development timeline and payment of Dev. fees
		Complete Study	Q4 2023	Meeting or ahead	
	3. Advance Ped & Bike Masterplan	Complete Study	Ongoing	Meeting or ahead	
		Implement the City's sidewalk installation Policy	Ongoing	Meeting or ahead	tally 21 sidewalk policy installations
		Seek grant/other opportunities to add/enhance bike lanes and sidewalks	Ongoing	Meeting or ahead	Ralston 3 + $175k applied for in Dec 21
	4. Develop and implement Transportation Demand Management	Council Approval of TDM	Q3 2020	Complete	Milestone achieved
		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**	Q4 2021	Behind target	Delayed due to budget freeze/reductions
		Develop draft Policy and Present to BPAC	Q4 2021	Behind target	Delayed due to budget freeze/reductions
		Present Policy to City Council	Q1 2022	Behind target	Delayed due to budget freeze/reductions
		Implement Policy	Q2 2022	Behind target	Delayed due to budget freeze/reductions
		Address residents request through PTSC and provide annual updates to City	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 Maintainence 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.**
		Complete Construction	Q3 2022	Meeting or ahead	

DASHBOARD OF KEY STRATEGIC OBJECTIVES AND SUPPORTING INITIATIVES DELIVERABLES

CITY OF BELMONT

CALIFORNIA BELMONT

● Meeting or ahead of target ◕ Slightly behind target ● Behind target ● Complete

STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS | MILESTONES
	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	
		Complete Construction	Q3 2021	Meeting or ahead	**Construction is completed. Pending punch list items.**
	3. Advance stormwater improvement priority repairs (Measure I).	**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 DEVELOMENT & 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	Q4 2022	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. The City is working on completing internal and external stakeholder survery to determine community priorities. Next steps include a study sesison with Council and adoption of a formal policy. ED Consultant RSG is providing 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 2022	Slightly behind	Continue to diversify and enhance City-wide revenues, identify funding priorities, and explore funding strategies focused on economic development activities. The Citu Council will be considering a Community Benefits Program in Q4 2022 that would include establishing a community benefit fund.
	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. The City continues to utilize enhanced communications tools to engage with business community and distribute information.



CITY OF BELMONT

DASHBOARD OF KEY STRATEGIC OBJECTIVES AND SUPPORTING INITIATIVES DELIVERABLES

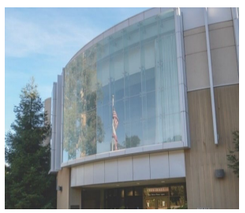
CALIFORNIA BELMONT

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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	Complete	The Economic Development Task Force met six times from October through January 2022, and presented a series of recommendations and ideas to the City Counil 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 comunications.
	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.	Q4 2022	Slightly behind	The City has closed sale on two of three identified LMI properties. These funds will be available for contribution to affordable housing projects.
		Complete RHNA-6 Methodology Process; Complete General Plan Housing Element Update.	Q1 2023	Meeting or ahead	The Draft Housing Element 2023-2031 was submitted to the State Department of Housing and Community Development for an initial 90-day review on August 24, 2022. The City expects to receive comments and work on revisions in November and December 2022. The City anticipates holding Public Hearings to adopt the Housing Element in January 2023, and final certification by HCD is required by 1/31/2023.
	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).	Q1 2023	Meeting or ahead	The draft Housing Element 2023-2031 was submitted to HCD in August and includes several actions to rezone properties in the CMU Corridor Mixed Use Zone to eliminate the density metric and icncrease allowable FAR. Rezoning of properties is anticipated to be done in 2023. Planning activities for the HIA and development of a long-term vision will accelerate in reponse to anticipated commercial redevelopment (i.e. Biotech/Life Science) projects along Harbor Blvd. An RFP for the HIA Specific Plan land use effort is anticipated to be released by end of October 2022. 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	Q2 2023	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	Q2 2023	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	Q2 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

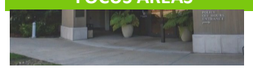
STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS | MILESTONES
	3. Prepare and implement the 2023-2030 Housing Element in compliance with new housing laws	Complete 2023-2030 Housing Element. Effort will include: 1) Housing Needs Assessment, 2) Constraints, 3) Housing Resources, 4) Past Accomplishments & New Goals, Policies, and Programs.	Q1 2023	Meeting or ahead	The Draft Housing Element 2023-2031 was submitted to the State Department of Housing and Community Development for an initial 90-day review on August 24, 2022. The City expects to receive comments and work on revisions in November and December 2022. The City anticipates holding Public Hearings to adopt the Housing Element in January 2023, and final certification by HCD is required by 1/31/2023.
	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. Public engagement survey for both programs released in March 2022; good feedback obtained. CC review and adoption of BVSP Streetscape Design Guidelines targetted for October/November 2022. Re-focused staff effort on Signage/Wayfinding program completion to follow.
	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.	Q1 2023	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. Staff has routinized a Development Review Team (DRT) monthly meeting to troubleshoot issues/address solutions; ad-hoc meetings of a subset of this group also occur as needed for time-sensitive matters.
	6. Consider and adopt short-term residential rental rules	Conduct research, coordinate outreach, and prepare short-term rental regulations Ordinance. Conduct public hearings.	Q2 2023	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	Q1 2023	Meeting or ahead	- TOT ballot measure placed on November 2022 ballot. - Completed final dissolution of Belmont Successor Agency that will mitigate RDA property tax impact and increase general property tax. - Continue to advance efforts on developing a Community Facilities District to support citywide services to ensure developers pay their fair share.
	2. Invest in systems and process to promote innovation, effectiveness, and financial stewardship	ERP replacement evaluation	Q4 2023	Meeting or ahead	Research to be incorporated under overall IT Strategic Plan update to evaluate organization-wide systems needs.
	**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	Q3 2022	Meeting or ahead	- Successfully refinanced 2009A sewer treatment bonds in Q3 2022 that provided $3.5 million savings and mitigated increases to sewer treatment facility charges. - Efforts are underway in the Sewer Master Plan to ensure sufficient funding for sewer and stormwater improvements (see Strategic Objective #1 under SFA Infrastructure and Mobility: Advance Sewer and Storm Improvements).
	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.

CITY OF BELMONT

DASHBOARD OF KEY STRATEGIC OBJECTIVES AND SUPPORTING INITIATIVES DELIVERABLES

CALIFORNIA BELMONT

● Meeting or ahead of target ◕ Slightly behind target ● Behind target ● Complete

STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS | MILESTONES
	**5. Secure funding to address future annexation of the Harbor Industrial Area (HIA)**	Evaluate financing mechanism to support infrastructure needs in the HIA	Q4 2024	Meeting or ahead	Consultant identified to engage in multi-year effort to involve partnership with the County. Initiate discussions and collaborate with the County to explore future annexation of the HIA. Identify infrastruture needs and evaluate potential financing mechanisms.
	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.	Q3 2021	Meeting or ahead	Evaluate and intiate 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	

CITY OF BELMONT

DASHBOARD OF KEY STRATEGIC OBJECTIVES AND SUPPORTING INITIATIVES DELIVERABLES

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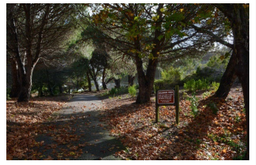
STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS | MILESTONES
	4. Develop and capture institutional knowledge documenting processes and procedures in anticipation of retirements and turnover to ensure continuity of services to the community; and opportunity 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 effiiciency of processes.	Q3 2021	Meeting or ahead	
		Initiate Public Works Department agency accredition 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	**ENSURE PUBLIC SAFETY - POLICE & FIRE**				
Forward-thinking public safety services aligned with community needs, including civic engagement, partnerships and public education. 	**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 Divison to conduct public education and emergency prepardeness 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.	Q2 2022	Complete	Project Complete
	3. Enhance internal and external communication	Conduct community outreach and education for emergency prepardeness	Q2 2020	Complete	Project Complete
		Leverage technology to enhance communitcation through web based software and communication devices.	Q2 2022	Meeting or ahead	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	Meeting or ahead	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
		PD Communitcation Infastrucutre	Q1 2024	Slightly behind	Communication upgrade per DOJ
		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	**IMPROVE PARKS & RECREATIONAL PROGRAMS AND FACILITIES**				

CITY OF BELMONT

DASHBOARD OF KEY STRATEGIC OBJECTIVES AND SUPPORTING INITIATIVES DELIVERABLES

CALIFORNIA BELMONT

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STRATEGIC FOCUS AREAS	STRATEGIC OBJECTIVES	SUPPORTING INITIATIVES	TARGET SCHEDULES	STATUS	NEXT STEPS | MILESTONES
Maintain and enhance Belmont's character and quality of life in our community. 	**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	**Behind target**	Prepare 2022 messaging
	2. Complete Parks, Recreation, and Open Space Master Plan	Prepare Parks, Recreation and Open Space Master Plan	Q4 2022	**Behind target**	Draft PROS plan, including Open space management plan, available for review.
	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**	Completed summer camp, including new inclusion camp and scholarship program; Completed first aquatics season since 2019; serving record number of senior meals
	PROMOTE PLACE-MAKING				
	1. Promote an environment that encourages arts, consider art in public places and within new development	Complete one public art installation	Q1 2021	**Complete**	BSC North field light pole art 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**	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	Q1 2023	**Behind target**	Public Engagement survey completed March 2022; good feedback recieved. Current focus is completion of BVSP Streetscape Design Guidelines (anticipated for City Council adoption in November 2022). Upon completion of that project, staff efforts will refocus towards completing Signage/Wayfinding program (targetted for Q1 2023).
	4. Develop public streetscape design standards to enhance place-making in BVSP	Complete Belmont Village Streetscape Design Guidelines	Q4 2022	**Behind target**	Public Engagement survey completed March 2022; Council review/adoption of BVSP Streetscape Design Guidelines targetted for Q4 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	**Complete**	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 initated in June 2021. Formed a Internal Public Information Network (PIN)



CITY OF BELMONT

2022 YEAR IN REVIEW

// *Past, Present and Future*
Belmont State of the City Address

“Belmont, you have been courageous, resilient, and compassionate" **said Mayor Julia Mates.** “None of the challenges that face our City have been easy fixes and all of them are going to take a unified, concerted effort for us to truly solve.”

// STRATEGIC FOCUS AREAS

1. Infrastructure & Mobility
2. Economic Development & Housing
3. Fiscal & Organizational Stability
4. Public Safety
5. Quality Of Life

Infrastructure and Mobility

PUBLIC WORKS, SANITARY/SEWER AND STORMWATER

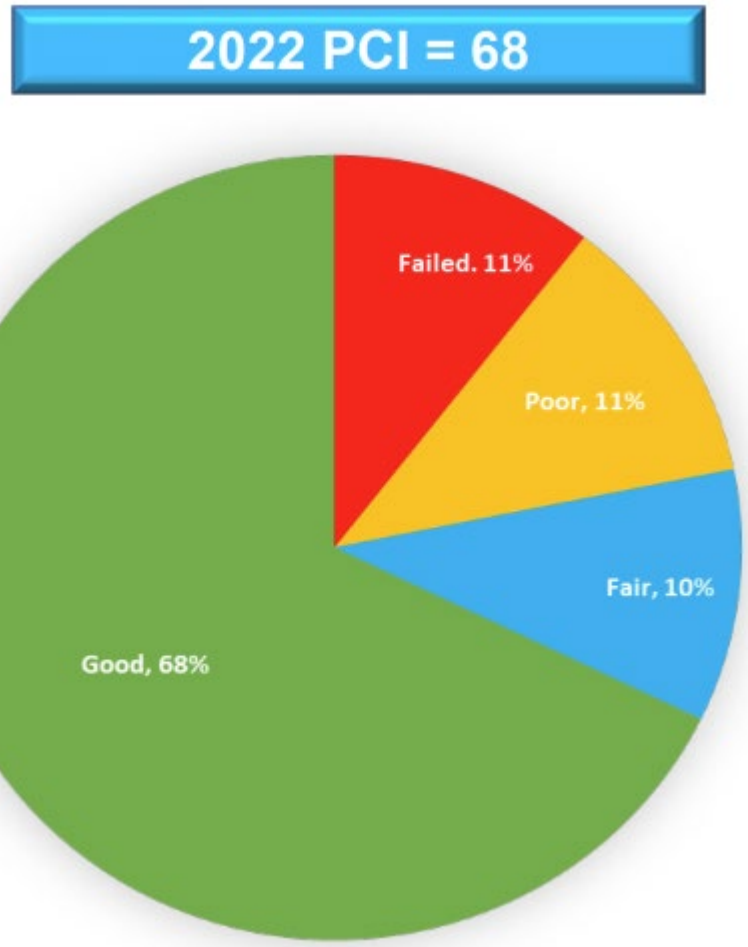
CITY OF BELMONT

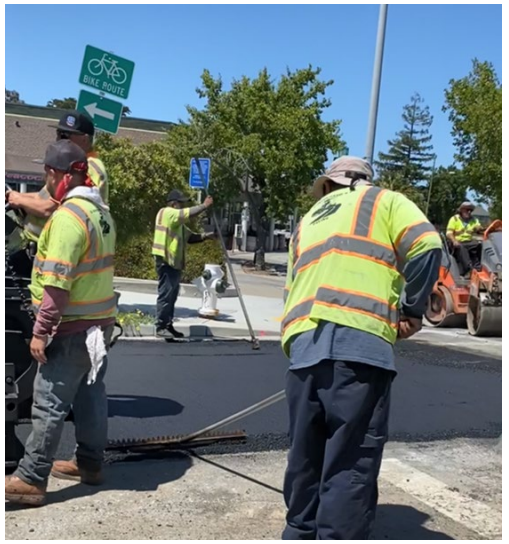
2022 Infrastructure Investments

- Over $19 million in pavement, drainage, sewer, transportation, in design and/or under construction
- Address Major Transportations Challenges
- Financing Plans For Public Infrastructure and Services



INFRASTRUCTURE AND MOBILITY











5-point increase in the City's overall Pavement Condition Index

Alameda de las Pulgas Corridor Project

Two community meetings completed in 2022 brought together Belmont and San Carlos residents to hear the latest updates and provide feedback. Project partners include Sequoia Union High School District, and San Carlos School District with the goal to address corridor safety, improve safe routes to school, and enhance bicycle, pedestrian and vehicular circulation.

Ralston Ave Adaptive Signal Control Technology Project

Celebrated the completed implementation of the smart Kadence adaptive signal technology at twelve traffic signals along the Ralston Ave corridor, from Hiller Street up to Christian Drive.



Dec. 13, 2022



Belmont Creek Restoration Project

A thorough study of the biological conditions, tree inventory, and topographical survey of the project site has been completed. Project now in the design phase. Construction is anticipated to being during the summer of 2024.

Twin Pines Park Storm Water Detention Basin Project

Aligned with our “Twin Pines Park Master Plan” and “Belmont Creek Watershed Management Plan” the project aims to reduce flooding within the Belmont Creek Watershed, specifically within the downstream Harbor Industrial Area. Hydrology study now complete and design is expected to be complete Spring 2023.



Public Works Operations

- **Zero sanitary sewer overflows** for the year
- **43,000 feet of sewer main** line treated with root foam reducing risk of sanitary sewer overflows
- **46,440 feet of sewer main line smoke tested** to detect defects in need of repair including sewer laterals
- **297,081 feet of sewer main** line hydro cleaned
- Reached our goal of **80 percent trash load reduction** per the Municipal Regional Permit (MRP) Requirements
- **Thirteen on-land trash clean ups** completed
- Continued proactive maintenance of city's infrastructure facilities





Economic Development & Housing

HOUSING PLAN, NEW BUILDING DEVELOPMENTS AND ECONOMIC RECOVERY

CITY OF BELMONT

Advancing a Safe, Accessible and Sustainable Built Environment

- 928 housing units are currently under construction or in the pipeline
- Robust community engagement on the State-required Housing Element update underway that is allocating 1,785 housing units in the next eight-year cycle.
- City on track to meet current RHNA goals
- Conducted robust RHNA housing inventory, community engagement, and CEQA for the next cycle of RHNA goals
- Developed City Services Community Facilities District for the new development
- Continued work on BLT modernization

- We've issued building permits for **207 new housing units** since January 2022, including **27 affordable units** and **26 accessory dwelling units**, providing a variety of housing options for Belmont residents.
- We've issued development entitlement and environmental approvals for a 100% affordable **125-unit multi-family residential housing project** (ROEM Development on Belmont Avenue); the City has committed support funding for this project, and San Mateo County awarded the project $9.25 million dollars from the County Affordable Housing Fund.

Firehouse Square Phase 1 - Completed
1300 El Camino Real

- 66 affordable homes for families and individuals earning between 30-80 percent of the Area Median Income.
- 3,300 square feet of ground floor retail space to an amenity-rich downtown corner (El Camino Real/O'Neill Street).
- Finished work incorporated the façade of the historic Firehouse building, honoring Belmont's past while modernizing for our future.





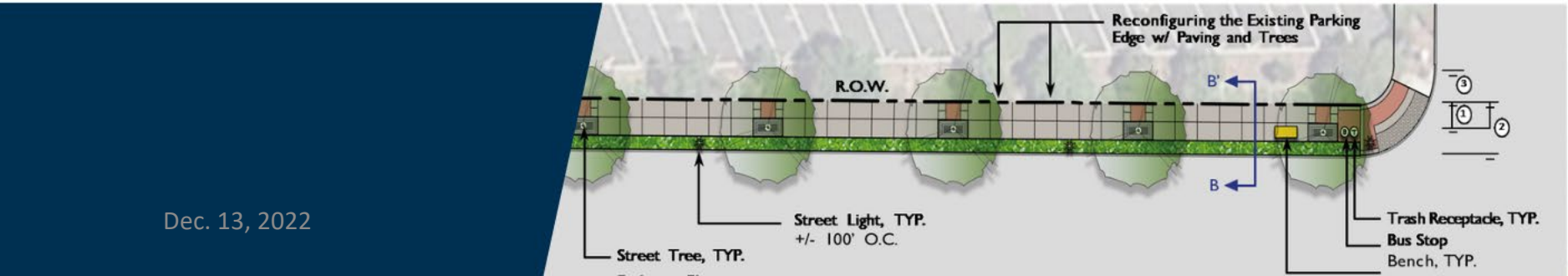


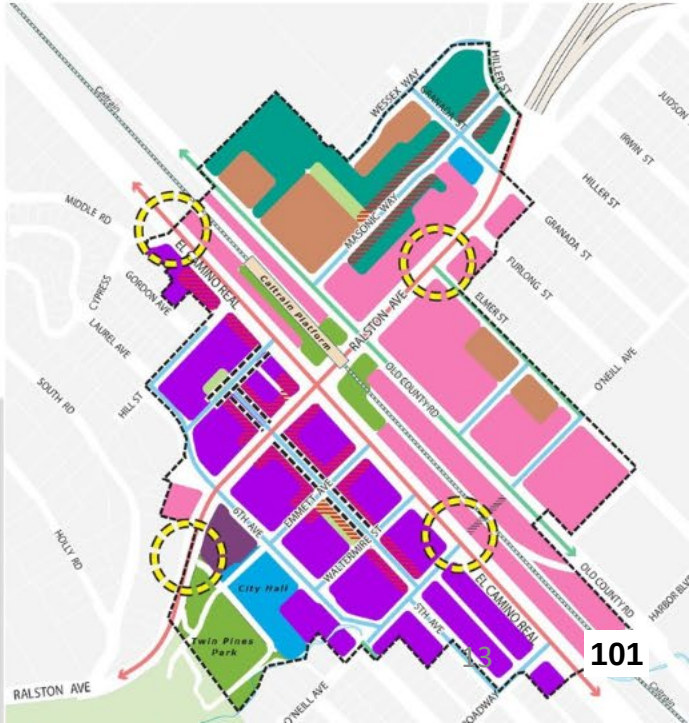
Belmont Village Specific Plan (BVSP)
Area Streetscape Design Guidelines

Completed 2035 General Plan and Belmont Village Specific Plan (BVSP) vision of identifying and developing Streetscape Guidelines as finishing touches to:

- sidewalks
- street trees
- site furnishings
- and on-street parking layout/design, that support a vibrant downtown Belmont Village

Guidelines will ensure that incremental improvements will result in an integrated and consistently high-quality streetscape system.





Fiscal & Organizational Sustainability

FINANCE, HUMAN RESOURCES, IT AND COMMUNICATIONS

CITY OF BELMONT

FISCAL & ORGANIZATIONAL SUSTAINABILITY

- 2023 Budget Adopted
- GFOA Distinguished Budget Presentation Award
- CSMFO Operating Budget Excellence Award for FY 2022 Budget



FISCAL & ORGANIZATIONAL SUSTAINABILITY

- Completed sale of vacant Housing Successor real property assets
- Refinanced Sewer Treatment Facility Revenue Bonds
- Achieved voter approval of the lodging tax ballot measure



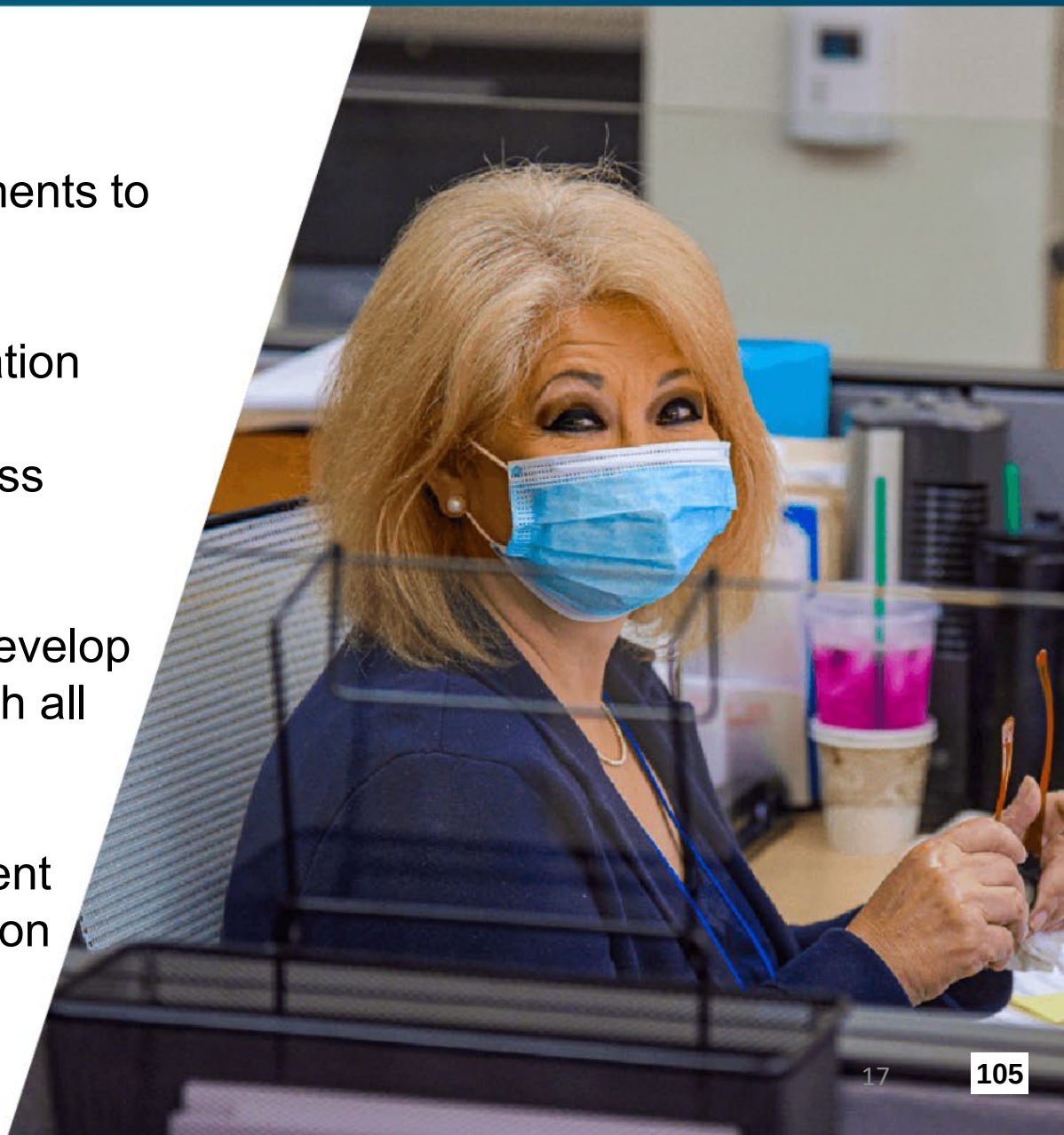
FISCAL & ORGANIZATIONAL SUSTAINABILITY

- Information Technology Continued support and implementation of technology to enable City Departments to conduct their services efficiently and effectively.

- Adopted a 5 year IT Strategic Plan to enhance innovation through the
use of cost-effective technology and improved business processes

- Human Resources continued recruitment to attract, develop and retain an exceptional workforce in partnership with all City departments.

- Continued workplace safety and employee engagement through COVID-19 response, and employee recognition program

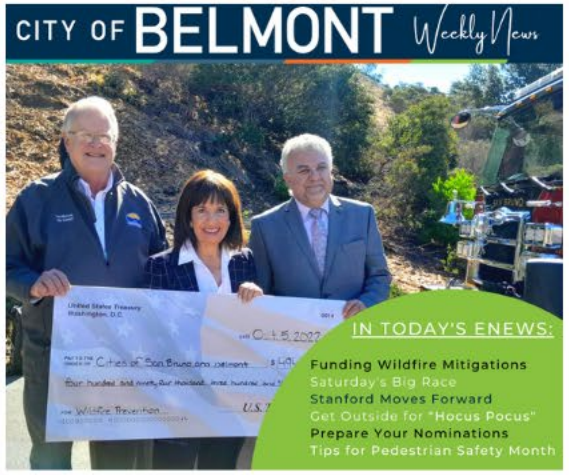


FISCAL & ORGANIZATIONAL SUSTAINABILITY

Stay Connected

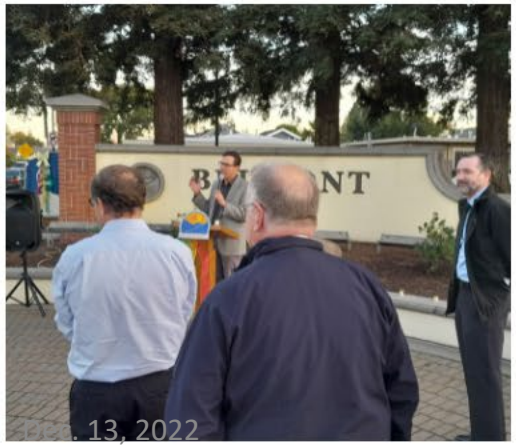
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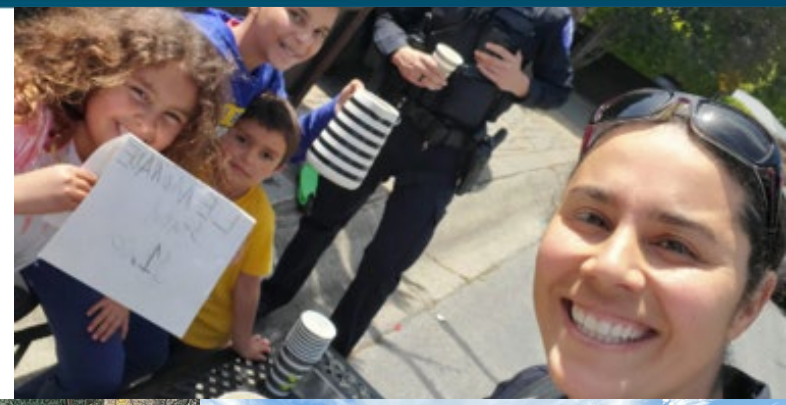
Public Safety

POLICE DEPARTMENT AND SAN MATEO CONSOLIDATED FIRE DEPARTMENT

CITY OF BELMONT

PUBLIC SAFETY

- Belmont Police Community Academy
- NNO - National Night Out
- Second Annual Santa Parade
- City of Belmont Bike Safety Day
- Second Annual Mental Health Symposium
- City of Belmont School Leadership Luncheon
- San Mateo County Gun Buy Back Program
- Belmont Waterdog Run
- Sixth Annual Veterans Memorial
- Twitter: @BelmontcaPolice = 13k audience







PUBLIC SAFETY

- Disaster Preparedness Day at San Mateo Event Center Zonehaven Implementation for Fire Emergencies
- Departmental Critical Incident / Active Shooter Training
- STEP – Strategic Traffic Enforcement Plan
- Parking and Traffic Safety Committee
- Expanded our C.A.R.E (Crisis Assessment, Response & Education) Team
- City of Belmont Public Safety Committee



PUBLIC SAFETY

- 236 CARE Team Responses (January-November)
- 2019 Central School Homicide Investigation 2 Convictions, currently
- Assault with a Firearm Investigation 1 Arrested and 3 Pending charges
- Safeway Gift Card Skimming - Arrest Made
- Hyatt House-Kidnapping/Elder Abuse - Arrest Made
- Identity Theft - 70 victims Identified – Arrest Made



PUBLIC SAFETY - Volunteers in the Community



Quality of Life

PARKS AND RECREATION

CITY OF BELMONT

QUALITY OF LIFE



Age Friendly City

Designated as an Age-Friendly City by the World Health Organization (WHO) for its commitment to being a welcoming community for people of all ages.

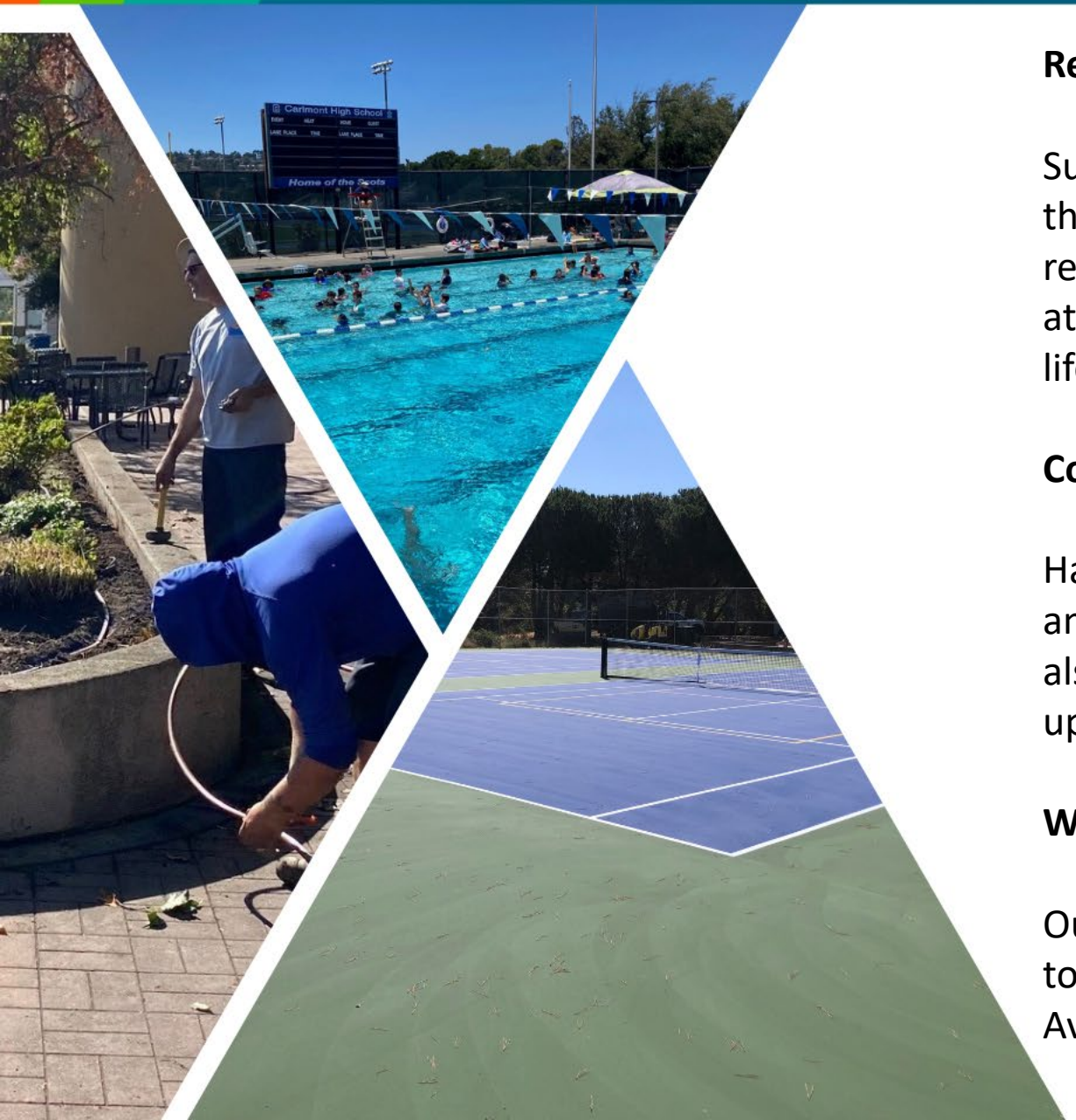
Inclusion & Scholarships

Parks and Recreation Department implemented a new inclusion camp into Camp SOAR in summer 2022, which provided the opportunity for children with disabilities to participate equally in camp.

Volunteer Achievements

Belmont Creek cleanup by our Volunteers Outreach Involvement Community Events & Services (V.O.I.C.E.S.) nets 160 pounds of trash and 280 pounds of recyclable materials in one day.

QUALITY OF LIFE



Return of Aquatics

Summer Aquatic programs returned to Carlmont High School this year, for the first time since 2019. Over 400 local children received instructional swim lessons and over 1,600 people attending recreation/public swim. Hired 16 Red Cross-certified lifeguards.

Court Resurfacing

Hallmark Park and Alexander Park courts smoothed, levelled, and painted for tennis and pickleball. New nets and benches also installed. Alexander Park's sports court also received upgrading and resurfacing.

Water Conservation

Our Parks Maintenance Team installed subsurface drip irrigation to reduce water consumption in our decorative beds on Sixth Avenue.

QUALITY OF LIFE







A year of delivering events and providing opportunities for our residents and their guests to actively participate in their community.

Lunar New Year

Egg Adventure Hunt

Movies in the Park - On the Road

Sweetheart Dance

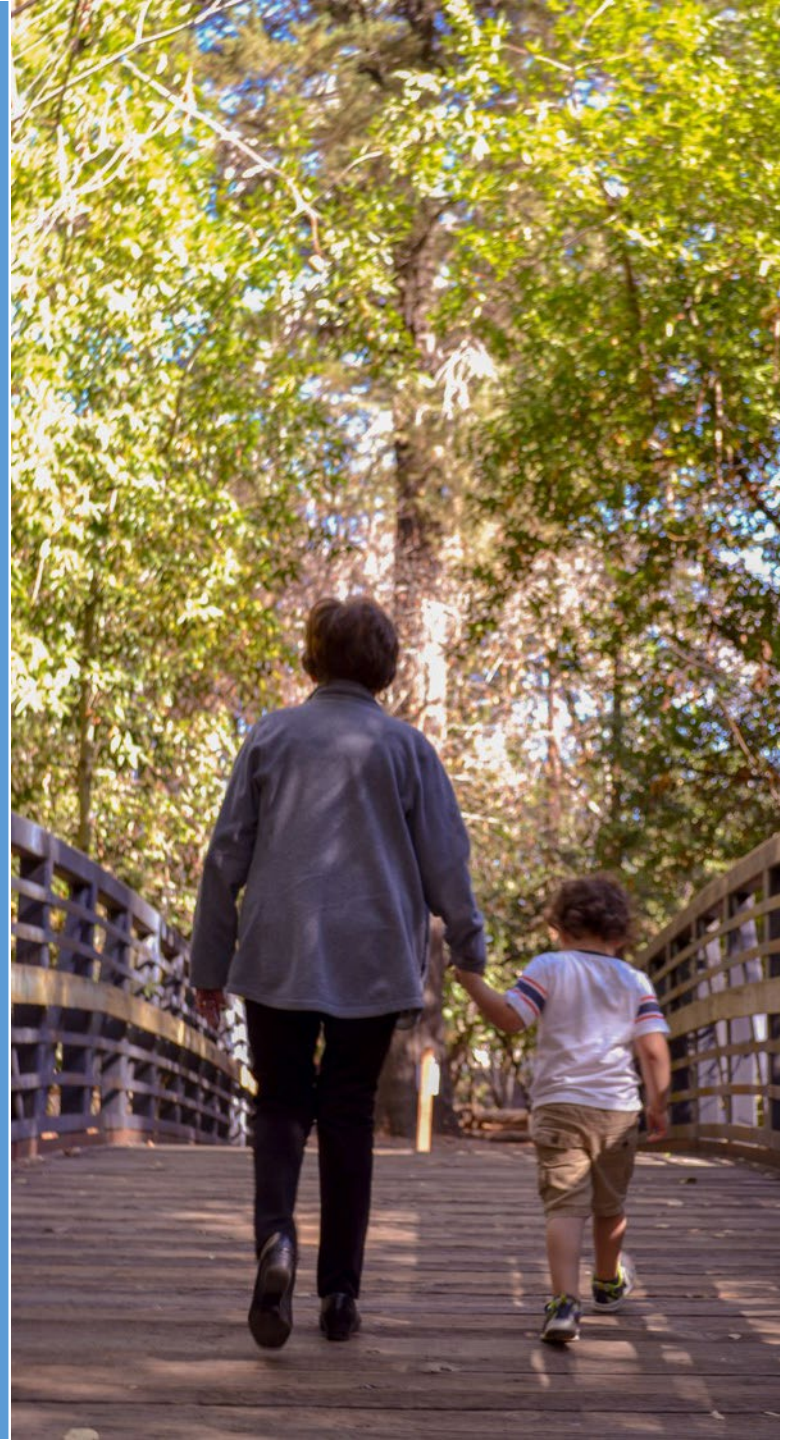
Trunk or Treat

Holiday Craft Faire

Parents' Night Out/Letters to Santa

Santa at the Firehouse

The City of Belmont thanks and acknowledges the Staff members who dedicate their time and efforts to make Belmont a special place.



CITY OF BELMONT

THANK YOU

TOGETHER WE ARE

#BELMONTSTRONG



2023 Council and SMT Calendar

January

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	SMT/ SINC	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/ SINC	31				

February

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			PR	2	3	4
5	SMT	PLN	8	9	10	11
12	13	CC	SMT	16	17	18
19	Pres	PLN	22	23	24	25
26	27	28				

March

Sun	Mon	Tues	Wed	Thu	Fri	Sat
			PR	2	3	4
5	6	PLN	SMT	9	10	11
12	SMT	CC	15	16	17	18
19	20	PLN	SMT	23	24	25
26	SMT	CC	29	30	31	

April

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	SMT/ SINC	PLN	PR	6	7	8
9	10	CC	SMT	13	14	15
16	17	PLN	19	20	21	22
23	SMT	CC	SMT	27	28	29
30						

May

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	SMT/ SINC	PLN	PR	4	5	6
7	8	CC	SMT	11	12	13
14	SMT	PLN	17	18	19	20
21	22	CC	SMT	25	26	27
28	MD	30	31			

June

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	SMT/ SINC	PLN	PR	8	9	10
11	12	CC	SMT	15	16	17
18	SMT	PLN	21	22	23	24
25	26	CC	SMT	29	30	

July

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	SMT/ SINC	PLN	PR	6	7	8
9	10	CC	SMT	13	14	15
16	SMT	PLN	19	20	21	22
23	24	CC	SMT	27	28	29
30	31					

August

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		PLN	PR	3	4	5
6	SMT/ SINC	CC	SMT	10	11	12
13	SMT	PLN	16	17	18	19
20	21	CC	SMT	24	25	26
27	SMT	29	30	31		

September

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	LD	PLN	PR	7	8	9
10	11	CC	SMT	15	16	17
17	SMT	PLN	20	21	22	23
24	25	26	SMT	28	29	30

October

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	SMT/ SINC	PLN	PR	5	6	7
8	CLB	CC	SMT	12	13	14
15	SMT	PLN	18	19	20	21
22	23	CC	SMT	26	27	28
29	SMT	31				

November

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			PR	2	3	4
5	6	PLN	8	VT	10	11
12	SMT	CC	SMT	16	17	18
19	20	PLN	22	THG	24	25
26	SMT	CC	SMT	30		

December

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	SMT/ SINC	PLN	PR	7	8	9
10	11	CC	SMT	14	15	16
17	SMT	PLN	20	21	22	23
24	25	26	27	28	29	30
31						

Jan-24

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	PLN	PR	4	5	6
7	8	9	SMT	11	12	13
14	MLK	PLN	17	18	19	20
21	22	CC	SMT	25	26	27
28	SMT	30	31			

SMT/ SinC

Council Meeting

Holiday

Weekend Holiday

SMT Meeting

PR Comm Meeting

Pay Day

CITY COUNCIL PROTOCOLS

November 2022

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. Regular meetings are currently held on the second and fourth Tuesday of each month. Regular meetings commence at 7:00 p.m. in the City Council Chambers at Belmont City Hall, One Twin Pines Lane, Belmont, California. The time and location of the Council's regular meetings may be changed by Council resolution.

   1. Other Locations - The 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 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 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 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. Councilmembers 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 Council may be canceled in advance by a majority vote of the Councilmembers.

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 Councilmember shall adjourn such meetings, or if no Councilmember is present, the City Clerk shall adjourn the meeting.

G. Teleconferencing by Council Members – Teleconferencing by Councilmembers is permitted, subject to the requirements in Government Code Section 54953. When posting of the agenda is required at the teleconference location, 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. Chairperson - The Mayor presides at meetings and has authority to enforce the Council's protocols as provided herein and to determine the order of business under the Council's rules.

   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 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 Council are open to the public in accordance with the Ralph M. Brown Act. (Government Code Section 54950, et. seq.)

J. Minutes - Minutes of 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 Council. The City Clerk has exclusive responsibility for preparation of the minutes and directions for corrections to the minutes and adoption of minutes will be made only by majority action of the Council.

1. Timing of Council Approval of Minutes – Minutes of meetings are generally submitted to the Council within two meetings for approval. Any councilmember 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. Council Agenda - The following rules for the preparation of the meeting agenda are based on the premise that it is in the interest of good government that the Council be fully informed on all matters upon which it is called upon to act. The 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 Councilmembers (Including Mayor) - Any Councilmember 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 Councilmember(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 Council except that Council may briefly discuss the matter with staff prior to placing the item on the agenda. Councilmembers may vote on the item at the meeting if there is no need for additional staff analysis required on the item for the Council to make an informed decision or the Council may direct staff to bring back a report addressing the request at a future meeting.

L. Secretary – The City Clerk serves as the Secretary the Council. As Secretary, the Clerk posts agendas, and notices for meetings, attends meetings and assists the Chair with the operation of the meeting, and maintains and secures the records of Council meetings.

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 as amended by the City Manager from time to time.

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 brief and 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 - Agenda items considered routine and non-controversial in nature are calendared on the agenda as "Consent Business."

1. These items are considered as one item and approved, adopted, accepted, etc. by one motion.

2. Members may comment on Consent Business 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 Business.

4. Items requiring deliberation may be removed by a member for separate consideration after consideration of the remaining Consent Business.

5. The public may comment on the remaining Consent Business 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 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 Chair – The role of the Chair is to preside at the meeting, facilitate discussion, maintain order, and ensure the body's business is conducted efficiently and effectively.. In the role as facilitator, the Chair will assist the members to focus on their agenda, discussion and deliberations. The Chair has 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 Chair should be courteous and fair and should presume that the moving party is acting in good faith.

C. Member Deliberation & Order of Speakers - The Chair is responsible to control the debate and the order of speakers. Speakers will generally be called in the order the requests to speak were received by the Secretary.

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 Chair, providing that before a motion is offered by the Chair, 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 Secretary.

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 Council has adopted a Code of Ethics and Conduct which expresses standards of ethical conduct expected for members of the 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 BODY

A. Public Comments.

1. Opportunity to Comment - Any person wishing to address the body 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. Time Limits – Public comments are limited to 3 minutes each. The Chair may adjust the time limit per speaker as he or she determines is reasonably necessary for the orderly and efficient conduct of the body's business. Time limits are for each individual speaker submitting a card, and time cannot be "donated" to other speakers.

3. 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 body on the same subject matter, those persons are encouraged to designate a spokesperson to address the body. The Chair may extend the time allocation for a designated spokesperson.

4. Use of AV Technology by the Public – Members of the public may not use any technology to play amplify sound or 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.

5. Repetitious or Dilatory Comments – Speakers may not present the same or substantially same items or arguments to the body repeatedly or be repetitious or dilatory in presenting their oral comments. If a matter has been presented orally before the body, whether the body 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 body in writing for such action or non-action as the body, in its discretion, may deem appropriate.

6. Comments in Writing Encouraged - Members of the public may submit, and are encouraged to submit, comments in writing to the body relating to any items of the bodies 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.

B. Audience Decorum.

1. Rules for Participation.

   a. 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.

   b. Audience members may not engage in behavior that disrupts a meeting. "Disrupting a meeting" means behavior that substantially impairs the ability of the body to orderly and efficiently conduct the meeting, or substantially

interferes with the rights of other audience members. Disruptive behavior includes 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 or decision.
- 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. Enforcement Protocol. 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 de-escalate a situation.

3. Removal from the meeting.

   a. The Chair may eject a person from a meeting only if the person willfully disrupts the meeting and only as necessary to restore order.

   b. A warning must be given before ejecting a person unless the person is engaging in behavior that constitutes use of force or a true threat of force.

   c. The warning must inform the person that their behavior is disrupting the meeting and that the failure of the person to cease their behavior may result in their removal. A person who does not promptly cease their disruptive behavior may then be removed.

d. "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.

e. "True threat of force" means a threat that has sufficient indicia of intent and seriousness that a reasonable observer would perceive it to be an actual threat to use force by the person making the threat.

f. An ejection may be for part or all of the meeting and should be for only as long as necessary to restore order.

g. 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. Criticism not Prohibited. These rules do not prohibit public criticism of policies programs or services, or of the body, city employees, or the city.

D. Presentation of Agenda Items. The procedure for considering agenda items is as follows:

1. Staff – The staff presents its report. 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 Chair 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 Chair may determine the appropriate time limit for rebuttal. Applicants and appellants are encouraged to be succinct in their presentations.

5. Consideration – The opportunity for public input is closed and Member discussion and consideration occurs. In this connection, there may be further questions of or comments by staff, or questions by the Members of others (including Applicant or Appellant) as deemed necessary or appropriate without reopening the public input portion.

6. Decision occurs via motion.

7. The Chair or Secretary announces the final decision.

E. Presentations Submitted in Writing – All persons interested in an agenda item 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, to the Secretary, for prior distribution to the Members and other interested parties, whenever possible, by the Thursday morning preceding the Tuesday meeting at which the item will be considered, and if that is not possible, at the earliest feasible time before 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.

F. Due Process – The Chair will conduct the meeting in such a manner as to afford due process.

G. 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. The Chair determines whether a comment is relevant unless a member requests that the Council determine relevance.

H. Continuance of Hearings – Any hearing may be continued or re-continued to any subsequent meeting by order or a notice of continuance.

I. Communications and Petitions – Written communications and petitions concerning the subject matter of the hearing will be noted, read aloud, or summarized by the Chair. Written communications will be read in full if requested by a Member.

J. 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.

K. Waiver of Rules – Any of the foregoing rules may be waived by majority vote of the Members present when it is deemed that there is good cause to do so based upon the particular facts and circumstances involved.

L. Non Exclusive Rules – These rules are not exclusive and do not limit the inherent power and general legal authority of the body, or the Chair, to govern the conduct of its meetings as it considers appropriate from for the orderly and effective conduct of business.

VI. VICE MAYOR

A. Selection –

1. The member holding the office of Vice Mayor rotates annually.

2. The Council will choose a 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.

3. In order to provide the maximum opportunity for each member to serve as Vice Mayor the Council should nominate the member with the longest contiguous tenure of more than one year on the Council without serving as Vice Mayor. If a tie, the tie-breaker is as follows:

   a. Nominate the member who has served fewest times as Vice Mayor.

   b. If there is a tie, nominate the member 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 Member, or a staff member.

VII. COUNCIL MEMBER ADMINISTRATIVE SUPPORT

A. Incoming Correspondence.

1. Correspondence addressed to the 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 Council email address shall also include the City Clerk to ensure that the communication is retained for the record and so the City Clerk 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 Council not an individual Council Member position.

2. Staff responses to correspondence addressed to Council will be copied to the full 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. INTERGOVERNMENTAL ASSIGNMENTS

A. The Council will review intergovernmental assignments at least annually.

B. The Mayor may make temporary intergovernmental assignments with the consent of the person assigned whenever there is a vacancy in both the primary and any alternate seat.

IX. CITIZEN ADVISORY BODY APPOINTMENTS

To facilitate the appointment and approval process for citizen advisory bodies, the following procedures will be used:

A. Whenever a membership vacancy occurs, the City Clerk will post a notice of the vacancy notifying the public of the vacancy.

B. All persons interested in being considered for service on the body must file with the City Clerk 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. The whole Council will interview the candidates.

E. Members of citizen advisory bodies must abide by the Council's Code of Ethics and Conduct.

F. The City Clerk will keep a record of the appointments.

X. COUNCIL VACANCY

Whenever a vacancy occurs in the office of a Councilmember or the Mayor, the Council will fill the vacancy by appointment or special election in accordance with the procedures set forth in Government Code section 36512 and 34902.

XI. 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.

Appendix A

Council Agenda Item 11
Matter of Council
Interest/Clarification

Meeting Date:

Councilmember(s):

Item Title:

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

General Plan/Vision Statement.

Attachments
A.

RESOLUTION NO. 2022 – 111

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT AMENDING THE COUNCIL'S PROTOCOLS

WHEREAS, the City Council has reviewed proposed modifications prepared by staff to the Council's protocols and finds the changes appropriate.

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The City Council's protocols are amended as set forth in the updated protocols attached hereto.

* * *

ADOPTED November 9, 2022 by the City of Belmont City Council by the following vote:

Ayes: Lieberman, Stone, McCune, Mates

Absent: Hurt

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

City Attorney

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
Amended December 13, 2022, by Resolution No. 2022-124

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 authorized by law to be confidential, in an atmosphere of respect and civility.

Therefore, members of the City Council and of all citizen advisory bodies must conduct themselves in accordance with the following ethical standards:

1. **Governance**. The City Council governs the whole city. Councilmembers including the mayor can only act as the council through the body and only the body, not individual members, can act as the council. All councilmembers, whether elected at-large, by-district or appointed to fill a vacancy, represent and serve the whole city.

   (a) *Represent the Entire Community*. Although a councilmember may be elected only by residents within a certain district, or otherwise have an affinity for a certain portion of the community, good governance requires all members be guided by a citywide prospective and exercise their office in the best interest of the entire community.

   (b) *Equal Responsiveness*. Councilmembers should be equally available and responsive to all persons in the city community regardless of where in the city the person resides, is employed, conducts business or visits, and should assure fair and equal treatment of all persons, claims and transactions coming before them.

2. **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.

3. **Comply with both the spirit and the letter of the Law and City Policy.** Members will comply with the laws of the nation, the State of California and the City of Belmont in the performance of their public duties.

4. **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 will refrain from abusive conduct, personal charges or verbal attacks upon the character or motives of

other members of Council, citizen advisory bodies, the staff or public.

5. **Respect for Process.** Members will perform their duties in accordance with the processes and rules of order established by the City Council.

6. **Conduct at Public Meetings**. Members will prepare themselves for public issues; listen courteously and attentively to all public discussions before the body; and focus on the business at hand.

7. **Decisions Based on Merit.** Members will 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 will maintain an open mind until the conclusion of the hearing on the matter and will base their decisions on the facts presented at the hearing and the law.

8. **Communication.** For adjudicative matters pending before the body, members will refrain from receiving information outside of an open public meeting or the agenda materials, except on advice of the City Attorney. Members will 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.

9. **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 will use their best efforts to refrain from creating an appearance of impropriety in their actions and decisions. Members will 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 will 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 should not participate in a decision unless and until he or she has requested and received advice allowing the member to participate. A member will diligently pursue obtaining such advice. The member will 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 will disclose investments, interests in real property, sources of income, and gifts; and if they have a conflict of interest regarding a particular decision, will not, once the conflict is ascertained, participate in the decision and will not discuss or comment on the matter in any way to any person including other members unless otherwise permitted by law.

10. **Gifts and Favors.** Members will 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 will 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 will 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 will 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 will not appear on behalf of the private interests of third parties before the Council or any citizen advisor body or proceeding of the City, nor will members of citizen advisory bodies 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 will represent the official policies or positions of the City Council, citizen advisory body to the best of their ability when designated as delegates for this purpose. When presenting their individual opinions and positions, members will explicitly state they do not represent their body or the City of Belmont, nor will they allow the inference that they do. Councilmembers and citizen advisory bodies 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 citizen advisory bodies meetings, or other official City meetings.

14. **Policy Role of Members.** Members will 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, citizen advisory bodies, and the public. Except as provided by the City Code, members will not interfere with the administrative functions of the City or the professional duties of City staff; nor will they impair the ability of staff to implement Council policy decisions.

15. **Independence of Citizen Advisory Bodies**. Because of the value of the independent advice of Citizen Advisory Bodies to the public decision-making process, members of Council will refrain from using their position to unduly influence the deliberations or outcomes of citizen advisory bodies proceedings.

16. **Positive Workplace Environment.** Members will support the maintenance of a positive and constructive workplace environment for City employees and for citizens and businesses dealing with the City. Members will 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 pofficials 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 will 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 may 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 Citizen Advisory Bodies**

The City has established several Citizen Advisory Bodies as a means of gathering more community input. Citizens who serve on citizen advisory bodies 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 Citizen advisory body meeting, be careful to only express personal opinions*
Councilmembers may attend any citizen advisory body 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 citizen advisory body meeting should be clearly made as individual opinion and not a representation of the feelings of the entire City Council.

(b) *Limit contact with citizen advisory body members to questions of clarification*
It is inappropriate for a Councilmember to contact a citizen advisory body member to lobby on behalf of an individual, business, or developer, and vice versa. It is acceptable for Councilmembers to contact citizen advisory body members in order to clarify a position taken by the citizen advisory body.

(c) *Respect that citizen advisory bodies serve the community, not individual Councilmembers*
The City Council appoints individuals to serve on citizen advisory bodies, and it is the responsibility of citizen advisory bodies to follow policy established by the Council. But citizen advisory body members do not report to individual Councilmembers, nor should Councilmembers feel they have the power or right to threaten citizen advisory body members with removal if they disagree about an issue. Appointment and re-appointment to a citizen advisory body should be based on such criteria as expertise, ability to work with staff and the public, and commitment to fulfilling official duties. A citizen advisory body appointment should not be used as a political "reward."

(d) *Be respectful of diverse opinions*
A primary role of citizen advisory bodies 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 citizen advisory bodies, but must be fair and respectful of all citizens serving on citizen advisory bodies.

(e) *Keep political support away from public forums*
citizen advisory body members may offer political support to a Councilmember, but not in a public forum while conducting official duties. Conversely, Councilmembers may support citizen advisory body 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 are not eligible for intergovernmental assignments or Council subcommittees. Citizen advisory body 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 and citizen advisory body members who are out of compliance with State or City mandated requirements for ethics training may 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, citizen advisory bodies. 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.

Citizen advisory body members:
Counseling, verbal reprimands and written warnings may be administered by the Mayor to citizen advisory body members failing to comply with City policy. These lower levels of sanctions will be kept private to the degree allowed by law. Copies of all written reprimands administered by the Mayor will be distributed in memo format to the chair of the respective citizen advisory body, the City Clerk, the City Attorney, the City Manager, and the City Council.

The City Council may impose sanctions on citizen advisory body 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 will be determined by a majority vote of at least a quorum of the Council at a noticed public meeting and such action will be preceded by a report to Council with supporting documentation.

The Mayor or majority of Council may call for an investigation of citizen advisory body member conduct. Also, should the City Manager or City Attorney believe an investigation is warranted, they are to confer with the Mayor or Council. The Mayor or Council will 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 Rules 1.6 and 1.13 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 is to be included in the regular orientations for candidates for City Council applicants to citizen advisory bodies, and newly elected and appointed officials. Members entering office must 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 should be periodically reviewed by the City Council, citizen advisory bodies, 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

RESOLUTION NO. 2022 – 124

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT AMENDING THE COUNCIL'S CODE OF ETHICS AND CONDUCT FOR ELECTED AND APPOINTED OFFICIALS

WHEREAS, the City Council has reviewed proposed modifications prepared by staff to the Code of Ethics and Conduct for Elected and Appointed Officials and finds the changes appropriate.

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The City Council's Code of Ethics and Conduct for Elected and Appointed Officials is amended as set in the draft included with the staff report to the Council at its regular meeting on December 13, 2022. The City Clerk is directed to finalize the document, update the amendment history, attach it to this resolution, and post it to the city's website.

* * *

ADOPTED December 13, 2022 by the City of Belmont City Council by the following vote:

Ayes: Lieberman, Stone, Hurt, McCune, Mates

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

City Attorney