Priority Initiatives Fiscal Year 2026-27:

- Climate Resiliency
- Infrastructure
- Transportation
- Housing

Strategic Initiatives

- Economic Development
- Healthy Community for All Ages
- Public Safety
- Land Use
- Organizational Health and Good Governance
- Community Engagement and Communications

Priority Initiative

Climate Resiliency

Proactively address a changing climate through the City's policies, projects, activities, and programs.

Goals

- Create a comprehensive climate resilience strategy to account for climate change impacts.
- Implement the Climate Action Plan to meet greenhouse gas emissions reduction targets.
- Continuously evaluate opportunities to incorporate climate resilience into new City policies, projects, activities, and programs.
- Actively and continuously seek funding opportunities and partnerships to support climate resiliency needs

Fiscal Year 2026-27 Climate Resiliency SMART Activities

No.	SMART Activity	Total Project Cost (includes anticipated costs in future years)
1	By Spring 2026, complete the first four elements of the Sea Level Rise Adaptation Plan.	$ 450,000
2	By October 2026, complete the Marina Lagoon Spot Dredging project, removing 2,000 cubic yards from the Lagoon.	2,000,000
3	Install electric vehicle charging infrastructure at the Corporation Yard by January 2027 to enable the transition to a green City Fleet by 2035.	400,000
4	Once approved by the CEC and BSC in 2026, implement and enforce reach codes. Develop user-friendly materials to explain reach code requirements to help community members and contractors understand the new requirements. Monitor reach code implementation and report out to City Council by April 2027.	Staff time
5	Conduct community and business engagement to educate the community about the prohibition on gas leaf blowers that begins on January 1, 2027.	Staff time
6	In FY 2026-27, explore a policy of evaluating cost-effective energy efficiency, production & storage (e.g. solar & battery) upgrades with each major construction and renovation of municipal buildings and facilities. Explore funding options that would allow the City to prepare to include such upgrades any time they're found in the long term to either be cost-neutral or even save the City on future energy costs.	Staff time

Climate Resiliency 2-5 year objectives – items that will be worked on in future years but not in FY 2026-27

- Sea Level Rise Adaptation Plan implementation funding - By Winter 2028, following completion of the Subregional Shoreline Adaptation Plan, engage the Bay Conservation and Development District (BCDC) to solicit prioritized funding for design and implementation.
- By Summer 2027, initiate implementation of two high priority stormwater flooding and drainage capital improvements. By 2032, implement 5 high priority stormwater capital improvements.
- Marina Lagoon Large-Scale Dredging - Following completion of the Subregional Shoreline Adaptation Plan, release an RFP to procure consultants to initiate permitting and environmental review scopes. The timing of this effort may be influenced by likelihood and/or availability of congressional funding through appropriations under the 2024 WRDA.
- Expedite efforts to provide high quality effluent from the wastewater treatment plant upgrades to support the future production of recycled potable water.
- Partner with the Elders Action Network to host a Future Design Event for the City of San Mateo in 2027, using the principles of Future Design to help visualize future local challenges and opportunities related to climate resiliency, as well as maximize participation in related City planning efforts (e.g. Blue Sky & Strategic Planning Sessions, General Plan 2040 & Master Plans). If the event is well received, consider making it an annual exercise before future Blue Sky & Strategic Planning sessions.

Priority Initiative

Infrastructure

Maintain and continuously improve a resilient and sustainable City infrastructure system to meet the needs of all members of the community and plan for our continued vibrancy as the city grows.

Goals

- Create and implement an infrastructure management program for critical assets that includes proactive assessment, maintenance, and repair.
- Plan for the future of City infrastructure based on the changing needs of the community and with a focus on equity, accessibility, resiliency, and sustainability.
- Actively and continuously seek funding opportunities and partnerships to support infrastructure needs

Fiscal Year 2026-27 Infrastructure SMART Activities

No.	SMART Activity	Total Project Cost (includes anticipated costs in future years)
7	Complete the design to rehabilitate two sanitary sewer pump stations by spring 2027.	$ 1,350,000
8	Advertise, complete, and close the Phase 4 High Voltage Street Light Conversion project by Q2 FY 2026-27. Complete and close out the project by Q4 of FY 2026-27.	5,300,000
9	By winter 2026, procure consultants to initiate design on a subset of very high priority stormwater capital improvements, such as the 42nd Ave pump station.	800,000
10	Initiate feasibility studies for the Marina Lagoon pump station upgrades by spring 2027.	250,000
11	Complete installation of the Gateway Park Pedestrian Bridge by summer 2026.	850,000
12	Close-out Phase 4 of the Citywide Street Reconstruction Package III by winter 2026 and initiate construction of Phase 5 by Spring 2026 with anticipated completion by the end of November 2026, resulting in a total of 19 miles of street reconstruction.	24,500,000
13	By June 2027, complete the King Pool and Resiliency Center conceptual design phase. This project will modernize the existing swim center and locker rooms into a multifunctional resilience center.	10,000,000
14	In FY 2026-27, initiate design phase for a new Fire Station (27) that fully complies with all local, state, and national fire, building, and safety codes, ensuring a resilient, efficient, and mission-ready facility that supports operational needs and community safety.	11,000,000
15	Citywide Facility Waterproofing Improvements - In FY 2026-27, as part of the implementation of a Citywide facility waterproofing program, improvements will be made to prevent water intrusion, reduce repair costs, enhance safety, and extend the lifespan, at the Central Parking Garage and at the 2nd and El Camino Parking Garage.	4,000,000
16	In FY 2026-27, replace the facility roofs at the Senior Center and at the Beresford Recreation Center and develop a routine maintenance plan to extend roof life by 20–30 years.	4,200,000

Priority Initiative

Transportation

Maintain and continuously improve a safe, multimodal, accessible, and efficient transportation network.

Goals

- Work toward a transportation system that prioritizes user safety, accommodates future growth, and maintains efficient and safe operations for all users.
- Seek funding opportunities and partnerships that accelerate transportation project implementation.
- Pursue initiatives that increase access to transit, improve east-west travel, and expand last mile connections.

Fiscal Year 2026-27 Transportation SMART Activities

No.	SMART Activity	Total Project Cost (includes anticipated costs in future years)
17	Complete 100% design and secure Caltrans authorization to proceed forward to construction for the19th Ave Fashion Island Multimodal Project by June 2027.	$ 28,000,000
18	Complete 100% plans, specifications and estimates for the Hillsdale High School / 31st Avenue Pedestrian Safety Improvement Project by June 2027 and have the project ready for construction.	1,000,000
19	Complete construction and closeout of Peninsula/Delaware Intersection Safety improvements by March 2027.	800,000
20	Complete construction of the Hillsdale Boulevard and Alameda de las Pulgas Signal project by June 2027.	1,550,000
21	Complete construction and closeout the Delaware Safe Routes to School Corridor project by September 2026.	3,300,000
22	Complete 100% design and secure authorization from Caltrans to proceed with construction of four of the top 10 projects identified in the Local Roadway Safety Plan by March 2027 and advertise the projects for construction by June 2027. These four projects include El Camino Real at 22nd Ave, El Camino Real at 27th Ave, Humboldt St at East Santa Inez Ave, Indian Ave, and Tilton Ave, and Hillsdale Boulevard at Franklin Boulevard and Norfolk St.	1,000,000
23	Expend, earmark, or allocate 40% of the total available Quick Build Mobility Program funds towards eligible projects (e.g., protected bicycle lanes, bicycle access gap closures, safety improvement projects, and traffic signal improvements) that will advance safety in the City by June 2027.	140,000
24	Reduce the routine noise of train horns by establishing a train horn quiet zone by May 2027. This involves closing the Villa Terrace and E. Bellevue Ave crossings, working with rail stakeholders, and achieving and maintaining a Federal Railroad Administrative Risk index below 100%.	5,000,000
25	By fall 2026, after engaging the community and holding a Council study session, begin work to implement a Residential Permit Parking Program in the North Central community focused on providing relief to residents directly impacted by parking removal on Humboldt Street.	90,000
26	By June 2027, revise the Neighborhood Traffic Management Plan to streamline the application and approval process, increase installation of traffic calming measures, and improve transparency for applicants. This effort will include clearly documented eligibility criteria, defined review timelines, and will integrate application tracking on the Citywide customer service system where appropriate.	Staff time

Transportation 2-5 year objectives – items that will be worked on in future years but not in FY 2026-27

- Research off-street parking, carshare and related programs that may utilize private or public real property (parking lots or vacant space) in impacted neighborhoods, business districts and other appropriate City areas.

Priority Initiative

Housing

Support all forms of housing and achieve greater housing equity and access for all residents.

Goals

- Implement the Housing Element to affirmatively further fair housing, meet the City's housing allocation, and retain certification.
- Strategically deploy housing funds and leverage outside funding and partnerships to meet the housing needs of the community.
- Focus on identifying and taking local actions that can contribute to reducing overall housing costs.

Fiscal Year 2026-27 Housing SMART Activities

No.	SMART Activity	Total Project Cost (includes anticipated costs in future years)
27	Preserve the 24 affordable very low income units at Bridgepointe Condominiums by extending the affordability term by 55 years. Bring the item for Council approval by June 2027.	$ 1,500,000
28	Hold a study session regarding the City's affordable housing funds and options for deployment by September 2026.	Staff time
29	Amend the City's Inclusionary Housing Ordinance and update the Below Market Rate Guidelines to increase the number of affordable units produced overall (based on a nexus study, if necessary) and to incentivize production of larger units and deeper affordability by December 2026.	50,000
30	Review permitting procedures for single-family projects (modifications, remodels and new construction), and identify ways to speed up the process, reduce costs for homeowners and create efficiencies for city staff by simplifying and streamlining requirements and the permitting process and present findings and options for implementation at a study session by January 2027.	Staff time

Housing 2-5 year objectives – items that will be worked on in future years but not in FY 2026-27

- Explore the development of an affordable housing project on a City-owned site on 42nd Avenue.

Strategic Initiative

Economic Development

Create an environment that supports a thriving and diverse economy with opportunities that meet the needs of the entire community.

Goals

- Attract and retain a wide range of businesses to create a robust economy that supports employment opportunities within the San Mateo community and provides robust and predictable revenues.
- Create vibrant commercial areas Citywide by improving the customer experience, developing partnerships, and exploring creative enhancement opportunities.

Fiscal Year 2026-27 Economic Development SMART Activities

No.	SMART Activity	Total Project Cost (includes anticipated costs in future years)
31	Implement a coordinated, year-round Downtown Activation Program as a core City service to enhance vibrancy, support local businesses, and increase foot traffic, in partnership with the Chamber of Commerce and the Downtown San Mateo Association (DSMA) by June 2027.	$ 35,000
32	Launch the Downtown Area Plan project by January 2027.	1,500,000
33	Bring forth a study session providing background and approach to develop a revenue-generating digital billboard program by July 2026.	Staff time
34	Work with the City's economic consultant to conduct a citywide economic assessment of the City's commercial retail and service areas and nodes, with a focus on how to maintain a full range of community serving businesses and services around the City, assess commercial displacement, and identify options for supporting small businesses when they are displaced due to redevelopment. Present findings at a study session in May 2027.	50,000 + Staff time

Economic Development 2-5 year objectives – items that will be worked on in future years but not in FY 2026-27

- Explore a potential business improvement district (BID) on 25th Ave. Meet with business operators and landowners to gauge interest. If there is consensus to form a BID, issue an RFP, select a consultant, and develop a scope of work for BID formation.
- Hold a study session exploring the possibility of retail cannabis storefronts in San Mateo.
- Evaluate the useful life of the Pedestrian Mall Mural and explore options for maintenance and upkeep for at least 5-10 years so that it can continue to energize B Street and the downtown until the next phase of the Pedestrian Mall improvements are ready to be implemented, after completion of Downtown Area Plan update.

Strategic Initiative

Healthy Community for All Ages

Create and promote an environment that empowers all community members to thrive.

Goals

- Seek opportunities for City services and programs to support people of all ages and abilities for their mental, emotional, physical, and social well-being.
- Ensure greater access to the systems that support healthier lifestyles and increase well-being throughout all neighborhoods with a focus on equity priority communities.

Fiscal Year 2026-27 Healthy Community for All SMART Activities

No.	SMART Activity	Total Project Cost (includes anticipated costs in future years)
35	Complete the Marina Library renovation by February 2027.	$ 8,900,000
36	Complete Phase 1 Implementation of Central Park Master Plan – development of the new playground by fall 2026.	12,000,000
37	By fall 2026, partner with at least two community sponsors to bring additional programming and outreach to the senior population at both Beresford and MLK Community Centers.	Staff time
38	By May 2027, engage a third party to conduct a feasibility study of recreation and aquatic facilities with a focus on the Beresford Park complex of facilities, the Senior Center, Joinville Pool, and the Shoreview Recreation Center.	250,000
39	By fall 2026, evaluate expansion of the Senior Rides Program on Humboldt Street between 2nd and Indian to provide transportation relief to seniors, and hold a Council study session to summarize findings and seek further direction.	Staff time for evaluation; cost for rideshare expansion TBD

Healthy Community for All Ages 2-5 year objectives – items that will be worked on in future years but not in FY 2026-27

- Explore how the City of San Mateo could partner with the San Mateo Union High School District, San Mateo-Foster City School District and other public, private and nonprofit organizations to support "Empower San Mateo," a community collaborative model aiming to help 1000 equity priority San Mateo students graduate and thrive. Possibilities include evaluating how our city's assets (e.g. parks and recreation centers, libraries and more) could be further activated to support these and other San Mateo students; considering expansion/piloting of programming that could help such students find internships and local work experience, including within the City itself.
- Continue development and implementation of an Art Mural policy and work with Public Works to develop a policy and application process for painting on utility boxes and retaining walls with an approval process via the Civic Arts Commission.

Strategic Initiative

Public Safety

Provide a safe and secure quality of life through professional and proactive police and fire services, and effectively prepare for future emergencies.

Goals

- Provide fire and emergency services through professionalism, collaboration, and public trust.
- Proactively protect and promote safety and well-being, with a focus on mental health, while serving San Mateo residents, businesses, and visitors.
- Develop a comprehensive approach to emergency preparedness.

Fiscal Year 2026-27 Public Safety SMART Activities

No.	SMART Activity	Total Project Cost (includes anticipated costs in future years)
40	Collaborate with SMCFD to update the Emergency Operations Plan (EOP) and bring forward to Council for approval by summer 2026. Update the Hazard Incident Response Guides that accompany the EOP by December 2026.	Staff time
41	Develop an emergency preparedness training schedule by summer 2026. Train field and EOC staff to increase response readiness in case of an emergency by May 2027.	Staff time
42	Work with SMCFD and the County to align on a communication platform for emergencies by April 2027.	Staff time
43	Complete a standard of service cover study for Police and Fire Services that takes into consideration future development growth. Present the study and its findings to City Council by June 2027.	100,000
44	Maintain readiness and preparedness to implement a SRO Program and supply a School Resource Officer should the school districts choose to pursue SROs during FY 2026-27.	Staff time

Strategic Initiative

Land Use

Utilize the General Plan 2040 to guide policy and permitting decisions that shape the physical environment.

Goals

- Complete a comprehensive Zoning Code update to implement the policies and actions in the General Plan 2040.
- Update the City's specific and area plans to be consistent with the City's General Plan 2040.

Fiscal Year 2026-27 Land Use SMART Activities

No.	SMART Activity	Total Project Cost (includes anticipated costs in future years)
45	Develop and complete the Comprehensive Zoning Code Update project, which includes Zoning Map amendments, to be consistent with the General Plan, Housing Element and State law. Bring to City Council for adoption by June 2027.	$ 2,500,000
46	Present a report on the implementation of Council directives regarding food vendors by February 2027. This includes researching Zoning Code and policy options for regulating food vending and related temporary uses on vacant lots.	Staff time

Organizational Health and Good Governance

Promote a high-performing and resilient organization by upholding the highest standards of integrity, customer service, and fiscal responsibility to effectively serve the community.

Goals

- Efficiently and effectively manage the City's resources to support financial health, operate with transparency, and provide services that are responsive to the community's needs.
- Continuously support our employees' professional development and wellness, and foster a healthy culture that attracts and retains a talented, innovative, and accountable workforce.

Fiscal Year 2026-27 Organization Health and Good Governance SMART Activities

No.	SMART Activity	Total Project Cost (includes anticipated costs in future years)
47	By summer 2026, begin implementation of the Recruitment, Marketing, and Outreach Plan to expand recruitment, marketing, and outreach activities by 80% in an effort to develop partnerships, build pipelines for City jobs, and diversify the City's applicant pool.	$ 380,000
48	Research and develop a policy for equitable use of city facilities used by non-profit and not for-profit groups during non-operating hours, and present to stakeholders for feedback before implementation by June 2027.	Staff time
49	Throughout FY 2026-27, attempt to bring the Carpenters Union into Project Labor Agreement negotiations alongside the San Mateo County Building and Construction Trades Council. Report back to the Council on progress.	Staff time
50	Research examples of how other cities provide childcare benefits and employee housing assistance to their employees and present findings and options during a Study Session in May 2027.	Staff time
51	Submit a ballot measure to the voters in November 2026 that proposes amendments to the City Charter reflecting the transition to district elections and addressing other non-controversial matters.	175,000

Strategic Initiative

Community Engagement and Communications

Build community by empowering the public to be informed and involved.

Goals

- Provide an accessible avenue for everyone in the community to have the ability to participate, be heard, and see the impact of their contributions.
- Inform, educate, and encourage feedback from all community stakeholders, and continue to learn and improve based on the community's needs

Fiscal Year 2026-27 Community Engagement and Communications SMART Activities

No.	SMART Activity	Total Project Cost (includes anticipated costs in future years)
52	By March 2027 audit and update City webpages to make public information more searchable, accessible to a wider audience, and easier to comprehend.	Staff time
53	Develop a public process to engage the community in prioritizing $50,000 in Measure CC funds in FY 2026-27 so that the capital funding is approved in June 2027 as part of the CIP budget process.	50,000
54	By June 2027, the City Manager's Office will create and organize relevant trainings on topics such as media relations, graphic design and internal communications, to support staff, leadership, and City Councilmembers in understanding current communications best practices.	Staff time
55	By May 2027, establish an outward-facing engagement program and develop analytics to more effectively and comprehensively reach underserved residents, improve community relations, and strengthen connections and trust with diverse communities.	Staff time

FY 2026-27 Major Staff Work Plan Items

- Strategic Plan Implementation (CMO/All Departments)
- Support/Enhance Citywide Community Engagement and Events Promotion (CMO)
- Language Access Plan (CMO)
- City Real Property Assets Inventory and Assessment (CMO)
- Community Workforce Agreement Negotiations (CMO/PW)
- Relaunch ESL City Services Academy (CMO/CDD/PD/Fire/Parks)
- Potential 2026 Ballot Measure (CMO/Finance)
- City Leadership Engagement and Coaching (CMO/HR)
- Special Events Permit Policy Update (CMO/All Departments)
- City and City Partner Events Planning and Support (CMO/Parks/PW)
- Citywide Policy Evaluation and Updates (City Clerk's Office/All Departments)
- Election Campaign Sign Code Enforcement Administrative Policy (City Clerk's Office)
- Council Chambers AV/Facility Improvement (City Clerk's Office/IT/PW)
- 2026 Election Administration (City Clerk's Office)
- Youth Voter Engagement Initiatives (City Clerk's Office)
- SB 707 (Brown Act Amendment) Implementation and compliance (City Clerk's Office & Parks)
- Agenda Management System Evaluation Review (City Clerk's Office)
- Planning Application Process Evaluation and Streamlining (CDD/PW/CMO)
- User Fee Study (CDD/PW/Parks/Finance)
- Historic Resources Code/Policy Update (CDD/CAO)
- Downtown Area Plan Update (CDD/CMO)
- Triennial Building Code Adoption Cycle (CDD/CAO)
- Zoning Code Update (CDD/CAO)
- Building Art/Mural Policy (CDD/CMO)
- Financial Sustainability Plan (Finance/All Departments)
- Cost Allocation Plan Update (Finance)
- Explore bonding for stormwater master plan improvements (Finance)
- Re-engineer Employee Recruitment and Selection Processes (HR/All Departments)
- Recruitment, Marketing, and Outreach Plan (HR)
- Fellowship Program (HR/All Departments)
- Internship Program (HR/All Departments)
- Disability Programs, Policies, Procedures, and Handbooks (HR/CAO)
- Employee Recognition and Rewards Program (HR/All Departments)
- Total Compensation Survey Methodology (HR)
- Training and Development Plan (HR)
- Bring Your Children to Work Day (HR/All Departments)
- Compliance with Federal, State, and Local Employment laws, rules, and regulations (HR/CAO)
- Continued Phase II Workday Implementation/Adaptive Planning rollout (IT/HR/Finance)
- PC replacements (IT)
- Secure new primary vendor for print materials. (Library)
- Develop new space modification plan (Library)
- 4th annual San Mateo Celebrates festival. (Library)

FY 2026-27 Major Staff Work Plan Items (Continued)

- Celebration of 20th anniversary of Main Library (Library)
- Services to Shoreview/Parkside during Marina Branch closure. (Library)
- King and Joinville Aquatic facility repairs and possible rental of SMHS pool (PW / Parks)
- East Hillsdale Park Improvements (Parks)
- Shoreview Skate Park Improvements (Parks)
- Beresford Pickleball Pilot Program (Parks)
- Koshland Program Initiative Collaboration (Parks)
- Central Park Japanese Garden Fundraising Campaign in conjunction with the Arboretum (Parks)
- Poplar Creek Golf Course Well Project (PW & Parks)
- Martin Luther King Resiliency Center Visioning (PW & Parks)
- Synthetic Field Replacement – Los Prados Park (Parks)
- Ryder Park Spray Ground Feasibility Study (Parks)
- Lakeshore Child Care Feasibility Study (Parks)
- Digital Accessibility Compliance Project (Parks)
- Senior Transportation “Get Around” program evaluation (Parks)
- Identify New Central Park Train Operator and Make Necessary Infrastructure Upgrades (Parks)
- RFP for Food/Beverage Services for Poplar Creek Golf Course (Parks)
- Enhance Security in Downtown (PD)
- Real Time Information Center (PD)
- Organized Retail Theft Grant (PD)
- Citywide Security Project (PD)
- Create Police Department 5-year Strategic Plan (PD)
- Advance Fire Station 25 Traffic Substation to Operational (PD)
- Police and Fire Service Coverage and Staffing Assessment (PD/Fire/CDD/CMO)
- Complete all High and Medium-High priority projects in the 2020 Bicycle Master Plan and the Pedestrian Master Plan with the goal of prioritizing quick-build projects where feasible (PW)
- Creek Maintenance Permit (multi-year effort) (PW)
- Storm/Stormwater Related Planning, Maintenance and Improvements (PW)
- Transportation Division Enhancements (PW/CDD)
- CIP Organizational Assessment (PW)
- Small Wireless Facility Program Implementation (PW/CAO)
- Comprehensive Facilities Assessment (PW)
- Standard Details Update (PW)
- Downtown Parking Fee Study (PW)