

**Fiscal Year 2021-22 City Council Objectives**

<b>Council Focus Area</b>	<b>Strategic Initiatives</b>	<b>Council Objectives</b>	<b>Priority</b>	<b>Work Plan and Expected Deliverables for 2021-22</b>
Stewardship of Infrastructure	Reliability	Reconstruct all failed streets in San Mateo by 2024	A	Complete construction of Phase II contract and design of Phases III and IV contracts.
		Replace all remaining high voltage circuits to improve safety and reliability of the street light system	A	Start construction of Phase 3 circuits designed during the FY 2020-21 and complete design of circuits 8 (Dartmouth), 9 (Baywood Ave), and 10 (Garfield Street).
	Resilience	Evaluate funding options for storm system activities and improvements, including dredging the Marina Lagoon	A	Bring Funding Analysis and options to Council for direction; consider additional needs analysis (e.g., update 2004 Master Plan), opinion polling, community engagement, fee study and Proposition 218 process.
		Remove North Shoreview from FEMA Flood Assessment	A	Continue construction with focus on levee improvements and trash capture device installation, followed by pump station construction. Construction completion anticipated April 2023.
	Environmental Responsibility	Fund and deliver the Clean Water Program	A	Continue construction of the WWTP Expansion Project, UFES, and other sewer collection system improvements. Finalize potential funding through the State Revolving Fund.
		Meet the 100% trash reduction mandate	A	Finalize approvals and begin design and construction on the Poplar Golf Course Trash Capture Device. Begin evaluation, selection, and installation of small trash capture devices. Begin conducting enhanced trash inspections of private parcels with high and medium trash generating rates. Evaluate the feasibility and potential effectiveness of enhanced street sweeping program for medium generating areas. Participate in review and commenting for the new C.10 Trash Provisions of the Municipal Regional Stormwater Permit 3.0.
		Develop an anti-littering trash and cigarette butt outreach campaign	A	Expand the Team Up to Clean Up Program to include an anti-littering campaign, work with businesses to take a signed pledge, and work with community and property managers on litter awareness and supporting litter cleanups.
		Evaluate the feasibility of a Green Fleet by 2030	A	Review past-due replacement vehicles and recommend replacement options; determine replacement strategies for vehicles due for replacement by 2030. Evaluate future CNG facility maintenance costs and potential for installation of additional EV Infrastructure at City facilities.
		Analyze potential to produce potable drinking water from the Clean Water Program	B	Continue to study options for advanced wastewater treatment for reservoir water augmentation and direct potable reuse with the SFPUC, SVCW/Redwood City, BAWSCA, and Cal Water.

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Quality of Life	Neighborhoods	Expedite traffic management improvements based on public input received from Neighborhood Traffic Forums, Neighborhood Traffic Management Program, and best practices and enhance transparency of outcomes and frequencies of Council status reports.	A	Finalize the Laurelwood Neighborhood Traffic Action Plan, finalize Neighborhood Traffic Management Program update, develop a Local Roadway Safety Plan (Caltrans requirement) and identify data-driven traffic improvement projects and seek funding for implementation.
		Minimize impacts to residents from train horn noise at City at-grade crossings	A	Peninsula Corridor Joint Powers Board (PCJPB)/Caltrain to complete design of railroad improvements at 4th & 5th Avenue grade crossings, and advertise for construction. City to complete design of improvements within City Right-of-Way and coordinate construction schedule with Caltrain construction.
		Minimize parking impacts throughout the City	A	Utilize Parking Management System to evaluate Downtown parking usage patterns and determine potential parking policy updates. Begin CPID Zoning Code revisions to appropriately allocate parking for Downtown projects.
		Identify streets and intersections experiencing major congestion due to regional traffic and identify effective measures to mitigate the impact on traffic flow and the adjacent neighborhoods	A	Continue to work with C/CAG and SMCTA on the US 101/92 Short Term Area Plan and Direct Connector project. Begin design for Fashion Island/Norfolk intersection reconstruction to assist with alleviating congestion along the 19th Avenue-Fashion Island Blvd. corridor.
		Safe Streets neighborhood street closures	A	Reopen streets formerly closed under the Safe Streets program. Explore options to transition Safe Streets initiative to longer-term traffic safety program.
		Implement bicycle and pedestrian projects and programs that address safety and align with adopted City plans	A	Design six high-priority bicycle facilities identified in the 2020 Bicycle Master Plan. Evaluate speed reduction in school zones, prepare policy for Council approval, and implement in locations that meet applicable regulatory criteria. Continue to seek grants, funding for the design and construction of projects identified in the Master Plans and for a Complete Streets Plan to develop multimodal design standards and priority safety projects.
	Community Services	Implement Library Space Master Plan	A	Complete site visit, design new information desk and layout of entrance, purchase new desk and other furniture.
		Create COVID-19 children's programming	A	Continue LEAP program through end of pandemic; program anticipated to be phased out by Fall 2021. Other recreation programs will continue to be modified based on health guidelines.
		Create a senior library outreach program with home delivery for homebound seniors	A	After piloting delivery program in FY 2020-21, Library will assess long-term feasibility of this program post-pandemic.

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Quality of Life	Public Health and Safety	Enhance police accountability, transparency, and efficiency and expand on coordinating police services with mental health and social services	A	Integrate mental health clinician services into operations and increase officer training related to de-escalation, crisis response, etc. Implement dashboard cameras on patrol vehicles to increase transparency. Implement stop data collection/reporting requirements of the Racial and Identity Profiling Act (RIPA).
		Strengthen implementation of existing red tag ordinance	A	Bolster use of existing suite of enforcement tools, including financial and criminal penalties, to improve compliance for repeat violators of SMMC Chapter 7.50 and establish internal process for implementation.
		Implement the Safe and Secure Neighborhoods Initiative	A	Look for opportunities to enhance technology to increase neighborhood safety, including ongoing deployment of Automated License Plate Reader (ALPR) technology at strategic fixed locations throughout the City.
		Host a community conversation on policing in San Mateo	A	Host Real Talk Sessions (monthly); Coffee with a cop (quarterly); Virtual Ride Alongs (bi-monthly); and other activities to promote communication. Launch new Community Policing Academy to enhance understanding of the Police Department.
		Explore banning smoking in commercial areas	B	Implementation of this item will be deferred to a future fiscal year.
Framing the Future	Social Leadership	Create a Diversity and Equity taskforce	A	Form a taskforce to address equity and diversity on City Boards and Commissions and expand community forums and trainings.
		Implement the Climate Action Plan and work to reduce greenhouse gas emissions	A	Continue implementation of new measures from the 2020 CAP including commercial energy efficiency benchmarking, expansion of EV infrastructure, and explore reach codes for the 2022 Building Code update.
		Create a racial equity community art project	A	Explore and plan a community art project to present to City Council.
		Pursue development of additional housing including affordable and workforce housing	A	Continue to look for opportunities to increase supply of affordable and workforce housing, including surplus City sites downtown and acquisition/rehab of existing housing. Continue to look for additional funding sources.
		Transition San Mateo to District Elections	A	Complete the process to transition San Mateo to District Elections, including community outreach, public hearings, and adoption of the final district map.
		Campaign Finance Reforms	A	Analyze and adopt amendments to campaign ordinance addressing in-kind contributions and aggregation of contributions in time for the next election cycle.

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Framing the Future	Strategic Planning	Evaluate potential mandates regarding composting in multi-family dwellings	B	Continue to work with the South Bayside Waste Management Authority (SBWMA) and Recology to increase organic compost collection in multifamily dwellings per the requirements of State Senate Bill 1383. The SBWMA's Organic to Energy Pilot Program converting the organic debris in multi-family dwellings and the commercial sectors' garbage waste streams into clean energy is scheduled to begin in late spring early summer.
		Consider the adoption of wage theft protections	C	Staff will continue to monitor the adoption and implementation of wage theft protections in other municipalities.
		Implement the Central Park Master Plan	A	Preferred playground design selected and initiation of construction documents underway; fundraising for Fallen Heroes Memorial on-going.
		Update the General Plan	A	Staff will update City Council on General Plan status at least quarterly and increase outreach efforts by completing a Citywide informational mailing, adminisitering a statistically significant community survey on the General Plan, and conducting additional targeted outreach using Council and volunteer resources to the extent they are available. Conversion of existing land uses into housing will be an integral part of the GP update, particularly with respect to the Housing Element.
		Develop a funding strategy for existing infrastructure plans	A	Develop known and potential funding sources for existing master plans and present identified alternatives to City Council.
		Evaluate appropriate frequency for standardized and routine statistically-valid community surveys	A	Hold a study session to discuss frequency for a community survey and integration of surveys into the General Plan process.

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Economic Vitality	Commercial/ Retail Districts	Review Municipal Code provisions related to development review process and identify opportunities for streamlining	A	CDD: Continue to make revisions to known code errors/ambiguities, reevaluate application/implementation of existing codes, continue to work on major code changes already underway, plan for critical substantive code changes not already underway for FY 2022-23. Public Works: Begin the update of engineering standard details, specifications, and Municipal Code sections, and develop guidelines and procedures to streamline development reviews for work in the public right-of-way.
		Plan for the downtown grade separations and long-term train corridor improvements	B	Given the B priority, development of RFP/RFQ for Long-Term Grade Separation Plan to be deferred to FY 2022-23.
		Create additional parking supply for Downtown San Mateo	A	Obtain building permits and start construction of the new 5th Avenue Garage in Downtown San Mateo.
		Enhance the customer experience Downtown and in other commercial districts	A	Adopt a long-term parklet program, evaluate possible Downtown festivals post COVID, and continue to monitor effectiveness of Downtown cleaning contract.
		Assist small businesses with economic recovery, including formation of a Small Business Recovery Committee	A	Form a small business recovery committee, continue outreach to small businesses on available financial resources, and identify other opportunities to assist with economic recovery.
		Evaluate a street closure in the Downtown on B Street	A	Conduct stakeholder outreach and bring forward policy considerations and potential capital infrastructure costs for a seasonal or year-round street closure.
		Evaluate Downtown parking and transit incentive programs for employees	A	Evaluate options to temporarily expand Downtown parking supply while new 5th Avenue parking garage is under construction, which is anticipated to start in late Fall 2021.
		Explore options to discourage commercial vacancies	B	Monitor efforts in other municipalities.
		Explore the establishment of Property-Based Improvement Districts (PBIDs)	B	Continue to gauge interest from Downtown property owners.
	Financial Sustainability	Eliminate the City's unfunded pension and Other Public Employee Benefits (OPEB) liabilities by no later than 2050	A	The City continues to pay the full annual required contribution (ARC) for pension and OPEB. Will revisit pension policy as the economy recovers.
		Develop portfolio options for sustained enhanced revenues	A	Present revenue enhancement options to Council at a study session in Fall 2021.