

#	Department Lead(s)	Council Priority	Resource Intensity	Work Plan FY 25-26	Major Revisions
ITEMS TO BE COMPLETED WITHIN THE FISCAL YEAR					
1	City Manager's Office	Establish policies to decarbonize existing buildings and infrastructure and eliminate methane gas use by 2030.	Medium	<u>Continue to</u> conduct community outreach and provide education; present findings to Sustainability and Infrastructure Commission for recommendations to City Council; return to City Council with narrowed down-final policy options and related resource needs <u>for, and receive final</u> Council direction on policy formation.	
2	City Manager's Office	Create a comprehensive, ongoing Citywide Community Outreach and Engagement Program.	High	Onboard and train new communications team, and retain professional communications consultants to reestablish regular eNews, implement biannual print newsletters, bolster social media campaigns, <u>continue to</u> improve high interest webpages, <u>and</u> work with staff Citywide to enhance public engagement, establish a townhall program, and develop civic engagement forums. Enhance customer service and community outreach training and education opportunities for staff citywide.	<u>Consultant onboarded; cadence established for eNews, print news, and ongoing social media campaigns; Outreach and Engagement manual drafted.</u>
3	Public Works	Create a Capital Infrastructure Plan or process for reinvesting in infrastructure to allow the City to evaluate City facilities and assets when upgrades are needed.	High	Budget for and engage a consultant to complete a Capital Improvement Program organizational assessment to optimize the process for identifying all City infrastructure improvements, evaluate the process of prioritizing improvements, and assess the scheduling and budgeting methodologies. In addition, procure a consultant to complete a comprehensive facilities assessment to identify required improvements.	
4	City Manager's Office/Community Development	Provide greater support to business development centers or mixed-use development areas to increase economic vitality.	Medium	Hire an economic consultant to provide peer reviews of proposed new development with ground floor commercial space; develop a list of best practices for ground floor commercial marketability that can be shared with developers and incorporated into future planning documents, including the Downtown Area Plan Update; continue to monitor commercial vacancies Citywide and engage with building owners as needed to	<u>Moved from 1 year to 2-5 year implementation category to reflect ongoing nature of priority.</u>

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				understand vacancy and support getting space re-occupied.	
5	Public Works	Expedite efforts to improve the stormwater collection, drainage, and storage system, including dredging the Marina lagoon.	High	Continue Stormwater Master Plan Update and complete critical components of data collection. Complete Marina Lagoon Maintenance Dredging design and initiate construction in Summer 2025.	Combined with priority #31, revised the verbiage, and moved to 5+ years category due to ongoing nature of the work.
6	City Attorney's Office	Explore adopting a Gardening Waste ordinance.	Low	City Council consideration of an ordinance addressing gardening waste.	Removed due to completion.
74	City Manager's Office	Explore a resolution affirming the City's commitment to integrate new technologies, such as artificial intelligence (AI), without displacing work force.	Low	Research County of San Mateo resolution. Explore programs in use Countywide and what is already in use by staff and develop a plan to formalize integration of AI tools to assist staff without their displacement or compromising security.	Work has commenced on this item.
8	City Clerk's Office & Parks and Recreation	Increase organizational capacity to support the Toyonaka Sister City Program within the Parks & Recreation Department and City Clerk Department.	Medium	Develop a sister city policy or resolution to define City staff and non-profit roles and scope (look at Redwood City).	Removed - complete
59	Public Works	Conduct an Annual Transportation Review of progress on all ongoing plans, including project updates and key metrics such as City mode share, collision and safety data.	Low	Staff will gather key metrics and present an annual transportation review to City Council.	
6	Public Works	Complete Speed Surveys	Medium/High	Complete necessary analyses and adoption of ordinances as required by the California Vehicle Code to ensure speed limits on the City's roadways are enforceable. Begin by developing an analysis and implementation strategy for systematic evaluation of our roadways.	Added.
76	City Manager's Office	Explore limiting overnight RV Parking in commercial corridors	Low	Explore policy and enforcement options and present study session to Council.	Added
7	Parks and Recreation; City Manager's Office	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	Medium	Map out and identify inter-governmental and community stakeholder support. Affirm formal support from Both High School and Elementary School District School Boards.	Added

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		<u>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.</u>			
8	<u>City Manager's Office</u>	<u>Explore how the City of San Mateo could partner with Sustainable San Mateo and Peninsula Clean Energy in "Charge Forward San Mateo," a countywide effort to ensure that residents have equitable access to electric vehicle (EV) charging infrastructure (and reduce the county's greenhouse gas emissions from transportation, currently 49% of the region's emissions). Possibilities include: installing streetlight chargers near apartments and multifamily units; collaborating with Peninsula Clean Energy to identify apartment and multifamily contacts and offer financial and technical support for installing EV chargers; incentivize private employers to expand employee and customer EV charging.</u>	<u>Low</u>	<u>Conduct research and hold a City Council study session.</u>	<u>Added</u>
9	<u>City Manager's Office</u>	<u>Develop and implement an ordinance to prohibit the use of gas leaf blowers within the City of San Mateo.</u>	<u>Low/Medium</u>	<u>Draft an ordinance based on industry best practices for review and adoption by Council and develop an implementation and enforcement program.</u>	<u>Added</u>
10	<u>Police</u>	<u>Youth Service Officers at Schools – funding program.</u>	<u>Low/Medium</u>	<u>City to work with the school districts over the next year to have the school districts help fund an additional school resource officer.</u>	<u>Added</u>
11	<u>City Clerk, City Manager's Office, City Attorney</u>	<u>Develop City Council Code of conduct with measurable consequences akin to the San Mateo County Board of Supervisors language with enforcement</u>	<u>Low</u>	<u>Hold workshop and revise/update Council Rules and Procedures</u>	<u>Added</u>

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12	Community Development Department	Develop policy on regulating mobile vending/food trucks	Low	Work with various departments to explore available policy and enforcement options and present to Council at a study session.	Added
13	City Manager's Office, City Attorney's Office	Explore and evaluate allowing a retail cannabis storefront in downtown	Low	Explore available policy options along with potential revenue generation and present options to Council at a study session.	Added
14	Public Works	Deliver the Clean Water Program.	High	Complete all identified construction projects by the end of FY 25/26.	Moved up from 2-5 years
15	City Manager's Office/Information Technology	Explore the implementation of a Customer Response Management or 311 system.	High	Onboard consultant support and select a suitable CRM that will work with existing back-end systems.	Added to lead department since IT is playing a major role in shepherding this project forward.
16	Parks & Recreation	Implement the Central Park Master Plan.	High	Break ground and complete construction.	Updated schedule. Moved to year one.
17	Library and Public Works	Address structural issues at the Marina Library.	High	Engage in construction work throughout 2025. with completion targeted by the end of FY 25/26.	Moved to year one from year 2 to 5
18	City Manager's Office/Community Development	Explore piloting a City Grant Fund.	Medium	Identify funding source and amount (50k), staff resources, structure, and process.	Moved to year one from year 2 to 5
ITEMS TO BE COMPLETED WITHIN 2 TO 5 YEARS					
1950	City Manager's Office	Consider the adoption of wage theft protections.	High	Partner and work with the County's Office of Labor Standards and Enforcement.	
11	City Manager's Office	Integrate master plans to increase efficiency and community impact.	Low	Continuously cross-reference all city planning documents to ensure consistency.	Removed
12	Public Works and City Manager's Office	Design and implement capital improvements for permanent street closure.	Medium	Complete construction of the B-Street Pedestrian Mall Improvement Project by Fall 2024.	Removed
163 20	Finance	Initiate a Community Budget Process for anticipated revenue from Measure CC.	Medium	Continue to monitor Measure CC revenue. Report the results through quarterly updates.	
14	Public Works	Remove North Shoreview from FEMA Flood Assessment.	High	Continue coordination with FEMA on formal removal of flood zone designation by Summer 2024/Fall 2024.	Removed
15	City Manager's Office	Explore the establishment of Property-Based Improvement Districts.	Medium	Bring a study session to council for discussion.	Removed and replaced with new more detailed priority from Council Member Lorraine.

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1716	City Manager's Office/Information Technology	Explore the implementation of a Customer Response Management or 311 system.	High	Research methods by which the City currently receives service requests and back-end systems where requests are managed. <u>SO</u> onboard consultant support and select a suitable CRM that will work with existing back-end systems.	Added to lead department since IT is playing a major role in shepherding this project forward. Moved to year one
1817 21	City Manager's Office and Public Works	Enhance city-wide disaster response and emergency preparedness.	High	Continue working with Office of Emergency Services on updates to the City's Emergency Operations Plan including associated staff training and exercises, ongoing training for staff roles and responsibilities at the Emergency Operations Center, and training on the transition to new virtual EOC software (Veoci); bolster City staff resources with emergency preparedness expertise ; update departmental emergency plans and COOP/COGs; purchase additional emergency emergency rations/provisions and equipment; pursue flood control permitting and upgrades; procure grant professional writing assistance ; evaluate City infrastructure for resilience and fitness during disaster/extreme events.	Removed completed items from work plan
18 22 18	Community Development	Implement the adopted General Plan.	High	Support adoption of a resolution to place a ballot measure amending Measure Y on the November 2024 election; initiate <u>Commence</u> a comprehensive Zoning Code update to implement the General Plan, including community outreach and engagement, starting with an RFP for a consultant to support the effort, with a target to initiate the update effort in Q3 <u>selection</u> .	
23 019	Community Development	Implement Housing Element Policies.	High	Begin <u>Continue</u> implementation of all 2023-2031 Housing Element policies and programs with a 2024/2025 <u>and 2025/2026</u> target date.	
210	Library and Public Works	Address structural issues at the Marina Library.	High	Complete design process, including addition structural analysis, by December 2024 and	Moved to year one

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				begin Engage in construction work throughout in late Spring 2025, with completion targeted by the end of FY 25/26.	
221 24	Public Works	Reconstruct all failed streets in San Mateo by 2026.	High	Complete construction of Phase 4 by Spring 2025 and award construction contract for Phase 5 Summer 2025. Phase 5 is the final phase of the Smooth Streets Program. Complete construction of Phase 4 by Fall 2024 and award construction contract for Phase 5 Spring 2025. Phase 5 is the final phase of the Smooth Streets Program.	<u>Updated schedule and kept placement to allow for potential delays given project history and reliance on weather/outside factors</u>
232 25	Public Works	Replace all remaining high voltage circuits to improve safety and reliability of the street light system.	High	Construction for Phase 4 is planned for Summer 2025, with the schedule dependent upon PG&E. For Phase 5, design efforts are planned, but PG&E has requested a 9 month lead time. Complete construction of Phase 3. Complete Design for Phase 4 (Final Phase). Construction for Phase 4 is expected to begin in FY 25-26.	<u>Schedule update based on PG&E input. Flextime included in 2-5 year priority category placement.</u>
243 26	City Manager's Office	Implement a robust, year-round Downtown Activation Program as part of our core City services.	High	Organize a committee to focus on the vibrancy of Downtown.	
27	Parks and Recreation; City Manager's Office	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.	Medium	Map out and identify inter governmental and community stakeholder support. Affirm formal support from Both High School and Elementary School District School Boards.	Added.
254 28	Public Works	Prioritize planning, design, construction and maintenance of rapid safety improvement projects citywide and ensure there is a reliable City fund for long term success.	High	Consolidate safety projects identified in existing and future plans into a prioritized list. Develop an implementation strategy that includes staff resources and funding for each phase (planning,	

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				design, construction and maintenance). Continue to progress in safety projects in design, such as: Delaware Safe Routes to School Protected Bike Lane, Hillsdale GAP Closure, 3rd and Norfolk Safety Improvement Project.	
265	City Manager's Office/Community Development	Explore piloting a City Grant Fund.	Medium	Identify funding source and amount (50k), staff resources, structure, and process.	Moved to year one
2726 29	City Clerk's Office & City Attorney's Office	Improve and strengthen democratic systems and decrease polarization.	Medium	Conduct a variety of educational outreach to current and future voters by, including registration events, utilizing mailers, and collaborating with service organizations. Staff will continue to conduct post-election review and will add additional metrics and analysis as an enhancement to this review.	
2827 30	City Manager's Office and Human Resources	Work with schools, community colleges, businesses, and other organizations to expand youth and senior workforce development & civic leadership opportunities.	Medium	Attract and retain youth/young adult interns by partnering with organizations, such as Empowerment Through Action and local businesses, and centralizing internships. Improve our volunteer program to attract and retain volunteers, especially seniors.	
28	Public Works	Deliver the Clean Water Program.	High	Complete all identified construction projects by the end of FY 25/26.	Moved up to 1 year category
29	City Manager's Office/Community Development	Provide greater support to business development centers or mixed-use development areas to increase economic vitality.	Medium	Regularly engage with hHired an economic consultant to provide peer reviews of proposed new development with ground floor commercial space; develop a list of best practices for ground floor commercial marketability that can be shared with developers and incorporated into future planning documents, including the Downtown Area Plan Update; continue to monitor commercial vacancies Citywide and engage with building owners as needed to understand vacancy and support getting space re-occupied.	Removed due to completion
3031	City Manager's Office	Commission a citywide feasibility study for groups of San Mateo businesses interested in forming business improvement districts (BIDs), including	Medium/High	Conduct stakeholder mapping and identification in multiple targeted areas, create and conduct surveys, hold community meetings, visit businesses,	Added

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		<u>existing smaller districts outside of downtown, such as 25th Avenue and Crystal Springs Shopping Center, and newer groupings such as sections of El Camino Real or downtown businesses that may wish to pursue a property-based BID or other complementary structure to the existing Downtown San Mateo Association.</u>		<u>etc. to gauge interest and needs and formulate what to present to Council at one or more study sessions.</u>	
<u>321</u>	<u>Parks and Recreation</u>	<u>Establish Senior Hubs at MLK and Beresford Senior Centers</u> <ul style="list-style-type: none"> <u>Senior Hubs: Expand our current senior programming offerings to better meet the needs of our senior community members by increasing the variety and frequency of events tailored specifically to seniors, such as adding options for engagement, socialization, and overall well-being. Also, investigate partnering with other organizations to provide coffee/tea or light refreshments that will enhance the overall experience but also encourage more participation by creating a welcoming and comfortable atmosphere.</u> 	<u>Medium</u>	<u>Strategically identify which facilities(y) could best support piloting this type of program based on availability of space and staffing, and suitability of structure to remain open and accessible in the foreseeable future. Update programing, staffing, and outreach as needed to support the expansion of service.</u>	<u>Added</u>
<u>332</u>	<u>City Manager's Office, Public Works, Community Development</u>	<u>Develop a Climate Adaptation Plan to establish a comprehensive strategy for resiliency and adaptation against sea level rise and flooding to ensure we are well poised for funding opportunities and include Foster City and Burlingame in planning efforts.</u>	<u>High</u>	<u>Use grant funding to commence this planned work, including consultant selection, ensuring all pertinent departments and our neighboring cities are included and any attention needed is given toward the future of the levy.</u>	<u>Added</u>
<u>34</u>	<u>Public Works</u>	<u>Minimize impacts to residents from train horn noise at City at-grade crossings.</u>	<u>High</u>	<u>Complete construction of all rail safety measures required for Train Horn Noise Quiet Zone (Quiet Zone) qualification as quickly as possible. Staff to work with FRA and required stakeholders (e.g. CPUC, Caltrain, and Union Pacific) to complete</u>	<u>Moved to year 2 to 5 from 5 years or more</u>

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				administrative steps to establish Quiet Zone by end of calendar year 2025.	
29	Library	Implement Library Space Master Plan.	High	Complete rest of space enhance projects: Cafe, Lobby, Teen Area, Business Library, Jobseekers Space, Biotech Learning Center, Periodical Storage Space	Removed –to be integrated into Capital Improvement Program and brought back this Spring
330	Parks & Recreation	Implement the Central Park Master Plan.	High	Staff will complete phase 1 of the Central Park Playground Improvements, which consist of directing the project manager to solicit bids and manage the construction process. Break ground and complete construction.	Updated schedule. Moved to year one.
ITEMS TO BE COMPLETED IN 5 YEARS OR MORE					
3431 35	Public Works	Expedite efforts to improve the stormwater collection, drainage, and storage system, including dredging the Marina lagoon.	High	Adopt a prioritized, long-term 5-Year Capital Improvement Plan based on Stormwater Master Plan Update. Initiate and complete environmental approval process for dredging of the Marina Lagoon. Begin implementation of other highly prioritized stormwater capital improvement projects as funding and resources allow.	new combined priority.
3532 36	Public Works	Implement a Green Fleet by 2035.	High	Complete design and initiate construction of City Hall/City Plaza EV charging infrastructure improvements by end of calendar year 2025. Seek additional grant funding and plan for Corp Yard/PD EV charging infrastructure improvements.	Updated project horizon
3633 37	Public Works	Expedite efforts to provide high quality effluent from the wastewater treatment plant upgrades to support the future production of potable water.	High	Continue participating in the Peninsula Pure Water (formerly San Francisco Peninsula Regional Purification) project to pursue a wastewater purification facility at the Silicon Valley Clean Water facility in Redwood Shores.	
3734	Public Works	Minimize impacts to residents from train horn noise at City at grade crossings.	High	Complete construction of all rail safety measures required for Train Horn Noise Quiet Zone (Quiet Zone) qualification by end of calendar year 2024 as quickly as possible. Staff to work with FRA and required stakeholders (e.g. CPUC, Caltrain, and Union Pacific) to complete administrative steps to establish Quiet Zone by end of calendar year 2025.	Moved to year 2 to 5

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38 35 38	Public Works	Study resource feasibility for the downtown grade separations and long-term train corridor improvements.	High	Identify resource needs for staffing, grant writer, and design consultant to implement the feasibility study.	
3936	Public Works	Improve traffic flow on 19th Ave and Fashion Island Boulevard from Grant to Mariners Island Boulevard.	High	Continue the design for 463338 Norfolk/Fashion Island intersection improvements. Continue design for the 19th Avenue Smart Corridor Project. Finalize negotiations to combine both projects on 19th Avenue and Fashion Island to help expedite delivery and coordination of both projects. The City is working with the San Mateo County Transportation Agency (TA) and leading the implementation of this project, with funding a constraint. Staff will continue working with the TA to evaluate options to reprogram funding from the construction phase to the design phase, with the design efforts start date currently unconfirmed.	<u>Schedule update; funding constraint inserted into work plan</u>
4037	Public Works	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.	High	Program all existing 2020 BMP projects into the Bike San Mateo Program in order to expedite the design and delivery of all High and Med-High bicycle projects. This will include quick-build bicycle projects. Identify all incomplete PMP projects and develop a workplan for expedited completion. Complete design for the Delaware SRTS Protected Bike Lane Project, Hillsdale Gap Closure project and the 3rd and Norfolk Island Intersection Safety Improvement project. Continue to the design for the 19th Avenue and Fashion Island Class IV bike lane projects <u>Some major projects complete/substantially underway.</u>	
41	<u>Public Works</u>	<u>Complete Speed Surveys</u>	<u>Medium/High</u>	<u>Complete necessary analyses and adoption of ordinances as required by the California Vehicle Code to ensure speed limits on the City's roadways are enforceable. Begin by developing an analysis and implementation strategy for systematic evaluation of our roadways.</u>	<u>Added</u>

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421	Public Works	<p><u>Expedite efforts to improve and build climate resiliency into the City’s stormwater collection, conveyance, flood control, and levee systems, including dredging the Marina lagoon.</u></p>	High	<p><u>Near Term (1-3 years):</u></p> <ul style="list-style-type: none"> • <u>Adopt an updated Storm Drain Master Plan including a prioritized, long-term Capital Improvement Program.</u> • <u>Complete Marina Lagoon Spot Dredging design and construction.</u> • <u>Explore options for providing additional pumping capacity at the Marina Lagoon Pump Station and increasing overall resiliency for climate change and more intense storm events.</u> • <u>Develop a Sea Level Rise Adaptation Plan to establish a comprehensive strategy for resiliency and adaptation against sea level rise and flooding, including a prioritized list of projects, and in accordance with BCDC Regional Shoreline Adaptation Plan requirements.</u> • <u>Pursue funding for implementation of a comprehensive flood management study with the Army Corps of Engineers per the City’s federal Water Resources Development Act authorization.</u> • <u>Initiate design on high priority stormwater capital improvement projects identified in the Storm Drain Master Plan</u> <p><u>Medium Term (4-5 years):</u></p> <ul style="list-style-type: none"> • <u>Complete design, environmental review, and permitting process for large-scale maintenance dredging of the Marina Lagoon.</u> 	<p><u>Combined Existing priorities #5 & 31 with Council Member Cwirko-Godycki’s proposed priority #1.</u></p>

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				<ul style="list-style-type: none"> • <u>Begin implementation of high priority stormwater capital improvement projects identified in the Storm Drain Master Plan.</u> • <u>Collaborating with relevant stakeholders, pursue prioritized funding for shoreline adaptation projects as identified in the Sea Level Rise Adaptation Plan</u> <p><u>Long Term (6+ years):</u></p> <ul style="list-style-type: none"> • <u>Continue implementing priority projects from the Storm Drain Master Plan</u> <u>Initiate design, environmental review, and permitting on priority shoreline adaptation projects</u> 	