

Council Focus Area	Strategic Initiatives	#	Council Objectives	Priority	Work Plan and Expected Deliverables for 2022-23	Resources Required and Other Notes
Stewardship of Infrastructure	Reliability	1	Reconstruct all failed streets in San Mateo by 2026.	A	Complete construction on Smooth Streets Phase III and design for Phases IV and V.	No additional resources required.
		2	Address structural issues at the Marina Library	A	Complete structural evaluation of Marina Branch Library; apply for \$3M in grant funding for the improvements.	If successful in obtaining grant, the project will require 50% in matching funds (\$1.5M). If grant application is not successful, \$2.5M will be needed for improvements that will extend the life of the facility at least 10 years. Local funding could potentially come from Measure S.
		3	Replace all remaining high voltage circuits to improve safety and reliability of the street light system	A	Complete construction of Baywood High Voltage project. Award contract and complete construction of Phase 3 circuits (7 circuits total). Complete design of Phase 4 circuits (9 circuits total). Prepare for Phase 4 construction at the beginning of FY2023-24.	No additional resources required.
	Resilience	4	Expedite efforts to improve the stormwater collection and storage system, including dredging the Marina lagoon	A	Conduct public outreach for a property based City-wide stormwater fee for spring 2023; finalize fee study.	No additional resources required.
		5	Remove North Shoreview from FEMA Flood Assessment	A	Complete construction of the North Shoreview Levee Improvements and submit for Letter of Map Revision from FEMA to remove residential properties out of flood hazard zones.	No additional resources required.
	Environmental Responsibility	6	Fund and deliver the Clean Water Program	A	Continue construction of the WWTP Expansion Project, UFES, and other sewer collection system improvements.	No additional resources required.
		7	Meet the 100% trash reduction mandate	A	Advertise, bid, award, and construct the Poplar Golf Course Trash Capture Device. Begin evaluation, selection, and installation of small trash capture devices. Commence implementation of enhanced trash inspections of private parcels with high and medium trash generating rates.	A third Environmental Compliance Inspector position is needed to conduct the required enhanced trash and business inspections and to implement organics recycling program (\$149K). Funding Source: 75% Solid Waste Fund, 25% Sewer Fund. Position is same as one required for item #38.
		8	Develop an anti-littering trash and cigarette butt outreach campaign	A	Implement anti-littering campaign, promote Team Up to Clean Up volunteer cleanup events and anti-littering messaging on social media channels and website, promote and track individual and business participation.	No additional resources required.
		9	Implement a Green Fleet by 2030	A	Complete ordering of backlog of vehicles and decommission the compressed natural gas treatment system. Develop a Green Fleet Transition Plan to identify charging needs and vehicle alternatives. Identify funding assistance programs (e.g., PG&E, Peninsula Clean Energy) and begin appropriate applications.	Substantial additional funding will likely be needed to plan, design, and construct charging infrastructure and backup power sources. Additional vehicle costs will also be incurred. Transition Plan will provide high level capital cost estimates.
		10	Expedite efforts to produce potable water from the Clean Water Program	A	Develop a CEQA ready preliminary design for options on advanced wastewater treatment for reservoir water augmentation and direct potable reuse with the SFPUC, SVCW/Redwood City, BAWSCA, Mid-Pen, and Cal Water.	Effort is estimated at \$1M for the next study phase. The City's contribution could be \$150K (the rest would be covered by the other participating agencies). Funding Source: Sewer Fund

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Quality of Life	Neighborhoods	11	Implement traffic programs and improvements to enhance safety for all users by utilizing public input and data, such as the input that led to the Traffic Action Plans, to improve safety on neighborhood roadways and intersections.	A	Complete the Local Roadway Safety Plan and identify funding for priority safety projects in neighborhoods. Begin traffic calming policy update and Complete Streets Plan.	No additional resources required.
		12	Minimize impacts to residents from train horn noise at City at-grade crossings	A	Finalize permit authorizations, complete design and initiate construction of railroad improvements and improvements within City Right-of-Way for 4th and 5th Avenue grade crossings. Construction completion anticipated December 2024. Begin evaluation of closure of other roadways necessary to qualify for quiet zone.	No additional resources required.
		13	Proactively manage Citywide parking resources to optimize existing supply.	A	Identify options to address residential parking needs in Downtown San Mateo (e.g. overnight residential permits). Complete Citywide TDM Ordinance to reduce parking demand through increased use and support of alternative modes with LEAP grant funds. Identify and apply for grant funding for CPID Zoning Code revisions to update parking requirements for development projects in Downtown San Mateo.	No additional resources required to complete work plan items. Funding needed for Downtown residential parking strategy and implementation when options are identified.
		14	Identify and implement measures to optimize vehicle traffic on major roadways, reduce green-house gas emissions, and improve safety for all modes of transportation.	A	Coordinate with SMCTA and SamTrans on multimodal design for US101/92 Direct Connector project (grant applications for feasibility and design). Obtain project approvals, finalize EIR, and begin design on US-101/Peninsula Interchange project to improve safety in North Central near Poplar Avenue. Begin design on Norfolk/Fashion Island Blvd intersection and nearby improvements to address congestion on the 19th Ave/Fashion Island Blvd. corridor.	No additional resources required.
		15	Implement bicycle and pedestrian projects and programs that address safety and align with adopted City plans	A	Identify funding for construction for bicycle and pedestrian projects with completed design. Design ATP-funded Delaware Street bicycle corridor project. Continue development of Complete Streets Plan. Adopt TOD Pedestrian Access Plan and identify funding options for top priority projects. Implement a Safe Routes to School (SRTS) program, including program planning and integration with local schools.	Part-time SRTS coordinator and program funding required for activities (\$79K). Costs include \$49K for coordinator, \$20K bike rodeo and vendors, \$10K printing. Funding Source: General Fund
	Community Services	16	Implement Library Space Master Plan	A	Complete installation of new desk and other furniture.	No additional resources required.
		17	Provide no cost menstruation products at recreation centers	A	Identify whether current dispensers can allow for free product dispensing. If not, coordinate with Public Works to purchase and install new dispensers. Purchase new products when ordering Janitorial supplies.	Minor costs may be incurred if new dispensers are required and for the cost of the products. These costs can likely be absorbed within the existing operating budget.
		18	Open a public bathroom in downtown	A	Identify options to open bathrooms in City facilities in the Downtown to the public including evaluating costs to clean and maintain and safety and security.	Will result in an increase of approximately \$20K to the Downtown Cleaning contract to clean the restrooms twice daily. There will also be additional unknown costs associated with increased maintenance of plumbing, vandalism repair, and graffiti removal. Funding Source: Fleet and Building Maintenance Fund
		19	Create COVID-19 children's programming	A	Anticipating return to full program and activity schedule.	Recommend removal of item from the Strategic Plan.

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Quality of Life	Public Health and Safety	20	Enhance and fund police accountability, transparency, and efficiency and expand on coordinating police services with mental health and social services	A	Continue to work with County of SM and Stanford University Gardner Center to measure effectiveness of mental health clinician program. Conduct regular QA to ensure compliance with requirements of the Racial and Identity Profiling Act (RIPA), and incorporate RIPA data onto police transparency webpage. Continue to reevaluate and enhance transparency webpage content. Implement other projects related to transparency and accountability including LIVE 911 and Cue-Hit. Hold Study Session to discuss role of DEI Task Force in evaluating Police Transparency.	No additional resources required.
		21	Adopt an ordinance that creates a buffer zone during large protests around clinics, like planned parenthood, so that accessibility remains possible.	A	Conduct legal research and review ordinances enacted by other cities. Draft ordinance and present to Council.	No additional resources required.
		22	Implement projects and programs to enhance Police Traffic Unit services.	A	Increase officers assigned to Traffic Unit to provide increased coverage. Adopt/implement MAIT (Major Accident Investigation TEAM) to enhance ability to investigate major accidents with neighboring agencies. Conduct more targeted saturation details to address neighborhood complaints and problematic trends.	No additional resources required.
		23	Strengthen implementation of existing red tag ordinance	A	Evaluate amendments to Municipal Code to include additional penalties for repeat offenders and modifications to the hearing procedures for currently available penalties.	No additional resources required.
		24	Leverage technology in support of safe and secure neighborhoods	A	Continue to seek opportunities to enhance neighborhood safety, including but not limited to enhancing the Automated License Plate Reader (ALPR) program throughout the City. Work to secure analytical assistance to maximize effectiveness of technology efforts.	Requires approval of reallocation vacant position to analyst position (\$33,000 requested for Council consideration on 3/7/22) and may require additional investment in technology to enhance/maximize existing resources. Recommendations for additional expenditures will be brought back to Council for consideration.
		25	Maintain an ongoing community conversation on policing in San Mateo	A	Continue to host Real Talk Sessions; Coffee with a cop (when Covid precautions permit); Virtual Ride Alongs; and other activities to promote communication. Continue successful Community Policing Academy program. Develop academy curriculum in multiple languages and which targets specific demographic groups (i.e. youth, seniors).	No additional resources required.
		26	Explore banning smoking in commercial areas	B	Implementation of this item will be deferred to a future fiscal year.	No resources will be dedicated to this item.

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Framing the Future	Social Leadership	27	Create a Diversity and Equity Task Force	A	Convene the Diversity, Equity, and Inclusion Task Force to address topics recommended by City Council. Consider development of a Diversity, Equity, and Inclusion Strategic Plan for the City.	Funding required for on-going facilitation of Task Force and Strategic Plan Development (\$50,000 from the General Fund).
		28	Establish policies to decarbonize existing buildings and infrastructure and eliminate methane gas use by 2030.	A	Develop and adopt new building electrification reach codes for the 2023 Building Code cycle.	No additional resources required.
		29	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 2023 Building Code update related to electrification, Electric Vehicle readiness, and solar installations.	No additional resources required.
		30	Study campaign finance reform policies, including voluntary expenditure limit, disclosure requirement for independent expenditures, and improving access for voter education initiatives.	A	Conduct legal research and review ordinances enacted by other cities. Draft ordinance and present to Council.	No additional resources required.
		31	Explore policies to strengthen AB1482 Tenant Protection Act	A	Outreach to tenant and landlord group to Identify issues related to AB1482 provisions. Survey other programs and propose revisions for Council consideration.	Dependent on Council direction, but will not likely require additional resources.
		32	Explore ways to explore expanding youth participation and representation on Boards and Commissions	A	Research practices in other jurisdictions that have youth representation on boards and commissions; analyze best practices; develop policy options for implementing enhanced youth participation in the City's decision making processes.	No additional resources required.
		33	Evaluate leaf blower regulations	A	Analyze policy options and best practices from other jurisdictions with the Sustainability and Infrastructure Commission and bring forward recommendations for City Council consideration.	No additional resources required.
		34	Study landscaping water conservation policies	A	Continue to implement implementation of SMMC Chapter 23.72 and conditions of approval requiring repair of damaged landscaping with drought tolerant plants, and return to Council with a study session to explore other potential landscaping water conservation policies.	Dependent on Council direction, but will not likely require additional resources.
		35	Study fiscal impact of adopting an environmental, social, and corporate governance (ESG) provision for our City's investment policy.	A	Council study session in late spring to evaluate the financial impact to the City's investment portfolio by adding ESG provisions to its Investment Policy.	No additional resources required.
		36	Create a racial equity community art project	A	The pedestrian B Street areas have been identified as potential locations and possible a street art idea introduced informationally to the Civic Arts Committee. Will utilize input from the City's taskforce members and the Civic Arts Committee to further explore the location opportunities and further develop ideas for themes and process.	Civic Arts Committee will manage art development plan with input from taskforce and the Art in Public Places Fund will be the financial resource.
		37	Pursue development and preservation of housing to increase supply of affordable and workforce housing and leverage external funding sources for affordable housing.	A	Continue to look for opportunities to increase supply of affordable and workforce housing, including City surplus sites downtown and acquisition/rehab of existing housing. Continue to look for additional funding sources.	No additional resources required.

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Framing the Future	Strategic Planning	38	Implement mandates for composting in multi-family dwellings	A	Continue to work with South Bayside Waste Management Authority (SBWMA), San Mateo County Office of Sustainability (County OOS), and city staff to implement requirements for SB1383 outreach, organic recycling programs, tracking and enforcement, edible food recovery program, and organic materials procurement.	A third Environmental Compliance Inspector position is needed to implement organics recycling program, in addition to enhanced trash and business inspections (\$149K). Funding Sources: 75% Solid Waste Fund, 25% Sewer Enterprise. Position is the same as the one required for Item #7.
		39	Analyze density minimums for mixed-use projects and update the Density Bonus and Community Benefits policies.	A	Develop a combined Community Benefits and Density Bonus Program, with clear thresholds, parameters, and options for developers depending on the project type. Evaluate the minimum requirements for residential uses in Mixed-Use Projects and propose ordinance amendments.	Housing/economic policy consultant needed, with an estimated cost of up to \$100K to be covered at least in part by SB2/LEAP grant funds.
		40	Consider the adoption of wage theft protections	C	Staff will continue to monitor the adoption and implementation of wage theft protections in other municipalities and to include information about wage theft enforcement in the annual minimum wage mailing.	No resources will be dedicated to this item.
		41	Implement the Central Park Master Plan	A	Initiate construction drawings for Fallen Heroes Memorial and new playground; complete fundraising for the Fallen Heroes Memorial.	No additional resources required.
		42	Explore whether the City should adopt an ordinance to zone parcels for up to 10 units of residential density per parcel if the parcel is located in a transit-rich area or an urban infill site (SB10).	A	Conduct GIS mapping, and present analysis and recommendations to the City Council for further direction through a study session.	No additional resources required.
		43	Update the General Plan, including developing public benefits policy for increased height areas, urban agriculture policies, and evaluating affordable housing incentives/zoning allowances for properties with adjacent lots, such as those owned by faith-based organizations	A	Public outreach and engagement on drafting the goals, policies and actions for all elements in the General Plan will be initiated, followed by preparation of the draft General Plan. Concurrently, preparation of the Environmental Impact Report (EIR) will be underway. Policies related to community benefits, urban agriculture and housing on properties owned by faith based organizations will be evaluated as part of this process.	No additional resources required.
		44	Develop a funding strategy for existing infrastructure plans	A	Continue to seek grant opportunities for projects identified in existing master plans. Continue to evaluate implementation of a stormwater enterprise and associated fee.	Grant writing consulting services required (\$30K). Funding Source: Various

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Economic Vitality	Commercial/ Retail Districts	45	Review Municipal Code provisions related to development review process and identify opportunities for streamlining	A	CDD: Continue to revise 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. Implement more staff trainings to ensure codes are applied correctly and consistently, and accurate, clear, and consistent Code information is provided to customers. Update CDD website to provide more easily accessible Code/Code update information to customers. Public Works: Retain consultant to begin the development of engineering standard details and specifications. Identify Municipal Code sections that require updating to reflect new standards. Subsequent to development of the standards, begin preparation of Developer Guidelines for work in the right of way.	Consulting services required for Developer Guidelines and municipal code revisions (\$100K) and for updates to standard details and specifications (\$200K). Funding Source: Construction Services Fund and Capital Improvement Program Fund.
		46	Plan for the downtown grade separations and long-term train corridor improvements	B	Evaluate potential grant opportunities for funding grade separation studies. When funding is identified, develop RFP/RFQ to solicit consultant services for development of the Downtown Grade Separation Plan.	Grant writing consulting services required (\$30K). Funding Source: General Fund. Staff recommends Priority should be changed to A since it is being resourced.
		47	Create additional parking supply for Downtown San Mateo	A	Complete construction of the new downtown parking garage at 5th and Railroad. Continue to identify options for shared parking agreements with private development projects to create additional public parking supply.	No additional resources required.
		48	Enhance the customer experience Downtown and in other commercial districts	A	Transition from the Temporary Outdoor Dining program to long-term parklet program, host Downtown festivals (if allowed by COVID), and continue to monitor Downtown cleanliness.	No additional resources required.
		49	Design and implement capital improvements for permanent street closure.	A	Design and initiate construction on capital improvements for the permanent street closures/pedestrian malls.	An appropriation will be required to fund the capital project implementation. The amount required has not yet been determined but is estimated to be \$600,000.
		50	Evaluate Downtown parking and transit incentive programs for employees	A	Continue implementation of the low-income parking permit program in Downtown parking garages. Evaluate other opportunities to provide transportation incentives through coordination with regional partners (e.g. Commute.org and/or Caltrain).	No additional resources required.
		51	Increase education and resources to small businesses on ADA compliance	A	Evaluate options to support small businesses on ADA Compliance and bring policy/program options to City Council for consideration.	An additional appropriation may be required to provide direct support to businesses on ADA compliance. The amount to be determined by City Council.
		52	Explore options to discourage commercial vacancies	B	Staff to present policy options to City Council consideration at future Council meeting.	Depending on City Council direction will either convert to an A or be removed from list.
		53	Explore the establishment of Property-Based Improvement Districts (PBIDs)	B	Continue to gauge interest from Downtown property owners.	No additional resources required.
	Financial Sustainability	54	Eliminate the City's unfunded pension and Other Public Employee Benefits (OPEB) liabilities by no later than 2050	A	Continue to pay the full annual required contribution (ARC) for pension and OPEB. Develop updated strategies to address growing pension liability.	No additional resources required.
		55	Adopt a Retail Cannabis Ordinance with restrictions around schools and significant public benefits including license fees and safety standards.	A	Study session(s) with Council to explore legal options, receive policy direction. Draft ordinances: (1) Zoning amendment - land use permit and allowed zones; (2) regulatory permit framework to screen and select applicants.	Outside consulting assistance estimated to cost \$200,000 will be needed.
		56	Develop portfolio options for sustained enhanced revenues	A	If there is community support for and Council direction to move forward with a revenue measure, draft an ordinance to append/amend the SMMC and a resolution for the ballot measure.	The cost for including this in the voter guide for the next election cycle is projected to be less than \$10K.