

Council Focus Area	Strategic Initiatives	#	Council Objectives	Priority	Work Plan and Expected Deliverables for 2022-23
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.
		2	Address structural issues at the Marina Library	A	Complete structural evaluation of Marina Branch Library; apply for grant funding for the improvements.
		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.
	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.
		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.
	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.
		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.
		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.
		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.
		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.

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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.
		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.
		13	Proactively manage Citywide parking resources to optimize existing supply.	A	Continue to address parking needs in North Central. 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.
		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.
		15	Implement bicycle and pedestrian projects and programs that address safety and align with adopted City plans	A	Identify dedicated funding sources 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.
	Community Services	16	Implement Library Space Master Plan	A	Complete installation of new desk and other furniture.
		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.
		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.

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Quality of Life	Public Health and Safety	19	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.
		20	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.
		21	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.
		22	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.
		23	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.
		24	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).
		25	Explore banning smoking in commercial areas	B	Implementation of this item will be deferred to a future fiscal year.

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Framing the Future	Social Leadership	26	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.
		27	Establish policies to decarbonize existing buildings and infrastructure and eliminate methane gas use by 2030.	A	Develop and adopt building electrification reach codes for new and existing buildings undergoing renovations for the 2022 Building Code cycle. Promote electrification of existing buildings through promoting available rebate programs and hosting public outreach events. Develop a plan for reaching the 2030 goal through the establishment of key milestones.
		28	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.
		29	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.
		30	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.
		31	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.
		32	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.
		33	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.
		34	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.
		35	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.
		36	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.

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Framing the Future	Strategic Planning	37	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.
		38	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.
		39	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.
		40	Implement the Central Park Master Plan	A	Initiate construction drawings for Fallen Heroes Memorial and new playground; complete fundraising for the Fallen Heroes Memorial.
		41	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.
		42	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.
		43	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.

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Economic Vitality	Commercial/ Retail Districts	44	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.
		45	Plan for the downtown grade separations and long-term train corridor improvements	A	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.
		46	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.
		47	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.
		48	Design and implement capital improvements for permanent street closure.	A	Design and initiate construction on capital improvements for the permanent street closures/pedestrian malls.
		49	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).
		50	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.
		51	Explore options to discourage commercial vacancies	B	Staff to continue monitoring commercial vacancies and policy approaches in other jurisdictions.
		52	Explore the establishment of Property-Based Improvement Districts (PBIDs)	B	Continue to gauge interest from Downtown property owners.
	Financial Sustainability	53	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.
		54	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.
		55	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.