



CITY OF SAN MATEO

Agenda Report

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**TO:** City Council  
**FROM:** Drew Corbett, City Manager  
**PREPARED BY:** City Manager's Office  
**MEETING DATE:** September 21, 2020  
**SUBJECT:**  
City Council Strategic Plan – Mid-Cycle Updates

**RECOMMENDATION:**

Review mid-cycle status updates of City Council Strategic Plans for fiscal years 2019-20 and 2020-21 and review and approve possible revisions to the Strategic Plan for fiscal year 2020-21.

**BACKGROUND:**

The City Council goal setting process includes a three-step deliberation resulting in the adoption of a Strategic Plan that allows for multi-year resource planning. The first step of the process to develop the fiscal year 2020-21 plan was a City Council workshop, held on January 25, 2020. At this workshop, the City Council reviewed the status of items on the adopted fiscal year 2019-20 Strategic Plan and developed a proposed Strategic Plan for fiscal year 2020-21. At the March 2nd meeting, City Council reviewed the draft Strategic Plan to ensure accuracy. City Council formally adopted the fiscal year 2020-21 Strategic Plan at the March 16th meeting.

As an update to the process, staff is providing a mid-cycle review to provide updates on the status of the Strategic Plan from both fiscal years 2019-20 and 2020-21 and to discuss unforeseen new initiatives. The mid-cycle review for this year is especially critical due to the impacts on the City and staff resources as a result of to the COVID-19 public health emergency. This report provides a high-level summary of the key changes that have occurred since the March Strategic Plan adoption. Summaries of the current status of each objective are included in the Strategic Plan documents attached to this report. The highlighted lines indicate planned deliverables that are currently delayed or on-hold.

**City Council Strategic Plan Fiscal Year 2019-2020**

Many of the work-plan items remained on track and were successfully executed. The objectives that had work-plan items delayed due to COVID are listed below:

*Delayed Implementation:*

- Implement Library Space Master Plan
- Update the General Plan
- Prioritize existing infrastructure plans
- Review Development Impact Fees

**City Council Strategic Plan Fiscal Year 2020-2021**

As a result of COVID, several the work plan items associated with the City Council adopted objectives for this fiscal year are either modified, delayed, or recommended to be deferred:

*Modified implementation:*

- Evaluate a street closure in the Downtown on B Street
- Update the General Plan
- Enhance the customer experience Downtown and in other commercial districts

*Delayed implementation:*

- Implement Library Space Master Plan
- 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
- 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
- Evaluate the feasibility of a Green Fleet by 2030.

*Staff recommended deferment of proposed work plan implementation:*

- Explore options to discourage commercial vacancies
- Explore the establishment of Property-Based Improvement Districts (PBIDs)
- Evaluate Downtown parking and transit incentive programs for employees

For the objectives that staff recommends deferring, the Council is requested to switch the priority of those from an “A” to a “B”.

**New Work Plan Items for Fiscal Year 2020-21**

Several major work plan items have arisen since March that were not anticipated pre-COVID. Many of these initiatives either represent a pivot in the work plan for an existing Council Objective or are entirely new items requiring extensive staff resources.

- Outdoor dining parklets and street closures
- Safe Streets neighborhood street closures
- Police Real Talk forums and Council Study Sessions
- Parks and Recreation Special COVID programming (Summer Camp and School Year programs)
- Implementation of the Online Permit Center
- Racial Equity Community Public Art Project

Staff recommends adding these items to the Strategic Plan for fiscal year 2020-21, either as revised work plan items for existing initiatives or as new objectives.

**BUDGET IMPACT:**

There is no budget impact from this agenda item.

**ENVIRONMENTAL DETERMINATION:**

In accordance with CEQA Guidelines Section 15378(b)(5), revisions to the City’s Strategic Plan is exempt from CEQA as an administrative or organizational activity that will not impact the environment. As specific projects are undertaken, CEQA review will be done.

**NOTICE PROVIDED**

All meeting noticing requirements were met.

**ATTACHMENTS**

Att 1 - 2019-20 Strategic Plan updates

Att 2 - 2020-21 Adopted Strategic Plan updates

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