



CITY OF SAN MATEO

City Hall
330 W. 20th Avenue
San Mateo CA 94403
www.cityofsanmateo.org

Agenda Report

Agenda Number: 1

Section Name: {{section.name}}

Account Number: 10-1311

File ID: {{item.tracking_number}}

TO: City Council
FROM: Drew Corbett, City Manager
PREPARED BY: City Manager's Office
MEETING DATE: February 11, 2023
SUBJECT:
City Council "Blue Sky" Goal Setting Workshop

RECOMMENDATION:

Review the current Council Strategic Plan for fiscal year 2022-23 and identify new Council objectives for consideration for fiscal year 2023-24.

BACKGROUND:

The City Council goal setting process includes a three-step deliberation process resulting in the adoption of a Strategic Plan that represents the City Council's priorities. The City Council Blue sky workshop scheduled for February 11, 2023 is the first step in the goal setting process. At this meeting, City Council will review the current Strategic Plan and identify new objectives for consideration for the upcoming fiscal year. The meeting will include public comment period at the start of the meeting followed by a facilitated discussion among the Council to review the current Strategic Plan and recommend items for addition and removal.

At the January 3, 2023, City Council study session, City Council agreed to make a few adjustments to the goal setting process to refocus the Strategic Plan and better highlight priorities. Two key adjustments were to no longer assign priority levels, which indicated items that were designated for future year implementation, and to remove items that have become embedded in the City's operations from the plan.

To facilitate the review of the current fiscal year Strategic Plan, staff categorized items into the following: (1) Objectives to Retain, (2) Objectives to Remove, and (3) Objectives in need of Council Direction. A description of each category is listed below.

Objectives to Retain (included in the report as Attachment 1):

- Objectives included in this category are ones that the City is mandated to do or are items staff have invested significant resources into to date that it is not practical or advisable to discontinue work on these items. This list is intentionally very small and only includes these critical items that staff highly recommends continue to be tracked on the plan.

Objectives to Remove:

- Completed or soon to be completed items (included in the report as Attachment 2A) – These are items that are now complete or will be completed by the end of this fiscal year. Given that the goal of this workshop is to create a strategic plan for the next fiscal year (2023-24), staff recommends removing these items.

- Operationalized items (included in the report as Attachment 2B) - These items are now embedded in our operations and work on them will continue to take place regardless of whether Council tracks them on its priority list. If Council wishes to remove these items, Council will no longer see the updates as part of this effort unless there are key decision points that need to go to Council. Staff believes this to be a natural evolution of the priority process. New items eventually become operationalized and after a few years of tracking would no longer be included in the priority list but would continue to be part of City operations.

Objectives in need of Council Direction (included in the report as Attachment 3):

- This category includes all remaining objectives from the prior plan. For most of these items, preliminary work has commenced but staff can still change course or adjust as desired. Staff is not recommending the removal of these items but instead believes it is important for the Council to review and confirm their support. Included on this list are many of the City's Master Plans where specific projects are implemented as funding becomes available but the overall plan is not funded.

In addition to dividing the items into the above categories, staff has assigned an estimated timeframe for completion as well as an estimated resource intensity for each item. The resource intensity categories (Low, Medium, and High) include a preliminary assessment of both staff time and financial resources required to complete an item. More detailed analysis of the resources required, including additional staffing and budget appropriations, will occur as part of the second step in the goal setting process.

Following the review of the items on the 2022-23 Strategic Plan, Council will review the list of potential new objectives (Attachment 4) submitted by each Councilmember and staff and discuss which items to include in the Strategic Plan. To help further the conversation, staff color-coded the Council objectives to identify objectives that are new, existing, or modified versions of existing objectives. Staff also identified with an asterisk objectives that were raised by more than one Councilmember. As part of the consideration process for new priorities to include in the Strategic Plan, staff is providing a list of major department initiatives identified for fiscal year 2023-24 (Attachment 5). This list highlights the significant work plan items that each department plans to address next fiscal year that Council may not otherwise be aware of, but that staff do not believe should be tracked on the Strategic Plan.

The second step in the goal setting process, scheduled for March 20, 2023, will be a study session where staff will share the proposed new fiscal year Strategic Plan with proposed work plans and resources required. Staff will seek Council feedback on the wording of proposed objectives and work plans. In addition, the City Council will receive public comment on the draft plan. The final step in the process, which will occur at the April 3, 2023, City Council meeting, will be a consent calendar item where City Council will approve the Strategic Plan with the proposed objectives for the 2023-24 fiscal year. Staff plans to hold another mid-cycle review of the Strategic Plan in the fall of 2023.

BUDGET IMPACT:

There is no budget impact from this agenda item. The resources required for the final list of objectives identified by the Council will be taken into consideration as part of the development of the fiscal year 2023-24 budget.

ENVIRONMENTAL DETERMINATION:

This City Council strategic plan meeting is not a project subject to CEQA, because it is an organizational or administrative activity that will not result in direct or indirect physical changes in the environment. (CEQA Guidelines Section 15378(b)(5).)

NOTICE PROVIDED

All meeting noticing requirements were met.

ATTACHMENTS

Att 1 - Objectives to Retain

Att 2A - Objectives to Remove due to Completion

Att 2B - Objectives to Remove that are Embedded in Operations

Att 3 - Objectives in need of Council Direction

Att 4 – Proposed New Objectives

Att 5 - Major Department Initiatives **Updated on February 6, 2023**

Att 6 - Public Comment

STAFF CONTACT

Denise Garcia, Management Analyst I

dgarcia@cityofsanmateo.org

(650) 522-7003