



City Council Agenda Item Staff Report

CITY OF SAN BRUNO

DATE: May 10, 2022

TO: Honorable Mayor and Members of the City Council

FROM: Jovan D. Grogan, City Manager

SUBJECT: Receive Progress Report on Fiscal Year 2021-22 City Council Strategic Initiatives and Provide Direction on New or Modified Priority Focus Areas and Related Strategic Initiatives for the Fiscal Year 2022-23 that Begins on July 1, 2022

BACKGROUND:

Annually, prior to the start of the next fiscal year, the City Council meets to review staffs' progress on the City Council's Priority Focus Areas and the related Strategic Initiatives that support each focus area. At the meeting, the City Council also discusses and sets Priority Focus Areas and Strategic Initiatives for the next fiscal year. On May 10, 2022, the City Council will undertake this priority and initiative setting process for the upcoming fiscal year (FY 2022-23).

A Priority Focus Area is a particular area of organizational focus for the City of San Bruno's government, as defined by the City Council annually. The focus areas can and do change over time based on interest, need, and resources.

A Strategic Initiative is a specific effort that must align to one or more of the City Council's Priority Focus Areas. It requires a work effort that is above normal operations and capital maintenance. Often, a Strategic Initiative requires direct leadership and guidance from the City Manager and department directors. Some initiatives can be accomplished within an annual cycle, while others are multi-year efforts.

On March 12 and 13, 2021, the City Council held a Strategic Planning meetings that was facilitated by Patrick Ibarra from The Mejorando Group. At the meetings, the City Council received an update on the Strategic Initiatives for the 2021-22 fiscal year and discussed the departmental work programs related to the initiatives. Additionally, on April 24, 2021, the City Council held its final Strategic Planning and Goal Setting meeting to discuss which initiatives that were not yet complete would continue into the next fiscal year as well as confirm, modify and adopt new initiatives and Priority Focus Areas for the current 2021-22 fiscal year. At the meeting, the City Council voted on a Priority Category for each Strategic Initiative. The categories are: 1 - Extremely Important, 2 - Highly Important, and 3 – Important.

DISCUSSION:

The City Council's adopted Priority Focus Areas for the current fiscal year (FY 2021-22) are:

- Implement Transit Corridor Vision to Revitalize Downtown and Commercial Corridor
- Assure Rehabilitation & Replacement of Critical Community Facilities and Infrastructure
- Grow City Revenues to Assure On-Going Fiscal Stability and Economic Vitality
- Continue to Strengthen Community Connections, Engagement and Communication
- Protect and Improve Community Aesthetics and Safety
- Continue Proactive Planning for the Future of San Bruno
- Strong Governance, Organizational Health and Employee Success

The focus areas are not listed in any order of preference or priority.

There are a total of 49 Strategic Initiatives that align to the Priority Focus Areas for the current fiscal year (FY 2021-22). They are listed below.

FY 2021-2022 Priority Focus Areas & Strategic Initiatives, with Priority Categories

Priority Focus Areas & Strategic Initiatives		Council's Priority Category 1 - Extremely Important 2 - Highly Important 3 - Important
Implement Transit Corridor Vision to Revitalize Downtown and Commercial Corridor		
1.0	Downtown Parking Management Plan	
	1.1 - Installation of Parking Meters Downtown	3
	1.2 - Way finding Signage	3
2.0	Downtown Parking Strategies for Short Term Parking	2
	2.1 - Installation of Temporary Loading Zones	3
3.0	Short-term Downtown Improvements	
	3.1 - Trash Receptacles	1
	3.2 - Newspaper Racks	1
4.0	Downtown Streetscape Plan	3
	4.1 - Downtown Greening/Landscape Plan	3
	4.2 - Posy Park Improvements	3
	4.3 - Centennial Plaza Improvements	3

Assure Rehabilitation & Replacement of Critical Community Facilities and Infrastructure		
5.0	Community Fiber Upgrade	1
6.0	Traffic Calming Measures, including Speed Bumps and Repaving	2
7.0	Adopt-a-Drain Program	1
8.0	On-Call Concrete Repair	
Grow City Revenues to Assure On-Going Fiscal Stability and Economic Vitality		
9.0	City Shared Services, including Grant Writing	1
10.0	Comprehensive Fiscal Sustainability Project	1
	10.1 - Charter City - focused on Commercial transfer tax	1
	10.2 - Short-term Rentals	1
	10.3 - Cannabis Regulations	1
	10.4 - Stormwater	1
	10.5 - Execute a Cost Allocation Plan (CAP) and User Fee Study (UF)	2
	10.6 - Cardroom Tax	1
	10.7 - Transition to a Rotational Mayor Process	
	10.8 - Term Limits for the Mayor and City Councilmembers	
	10.9 - Campaign Finance Contribution Limits	
11.0	Review of Water/Sewer Rates	2
	11.1 - Water Rate Study	2
	11.2 - Sewer Rate Study	2
Continue to Strengthen Community Connections, Engagement and Communication		
12.0	Channel 1 Updates / Hybrid Meeting	3
13.0	Summer Saturdays or Sundays for Street Closures	2
14.0	East/West Street Sweeping Alignment	1
15.0	Citywide Parking Programs	1
Protect and Improve Community Aesthetics and Safety		
16.0	Wildland Risk Mitigation	
	16.1 - Crestmoor Wildfire Mitigation Project	1

	16.2 - Citywide Wildfire Mitigation Project & Public Education Programs Covering Fire Safety and Emergency Preparedness	1
17.0	Clean San Bruno	1
18.0	Reduced Speed Limits near School Sites to 15mph / Safe Routes to Schools	1
Continue Proactive Planning for the Future of San Bruno		
19.0	Adopt an Affordable Housing Fund Implementation Plan	1
20.0	Affordable Housing, including Development Partnership	1
21.0	Bayhill Specific Plan and YouTube Phase I Planning Entitlement Approvals	1
22.0	Implement Online Permitting	1
23.0	Economic Development Program	3
	23.1 - Small Business Attraction Program (w/ Chamber)	
24.0	Climate Action Plan	1
Strong Governance, Organizational Health and Employee Success		
25.0	Communication Plan	1
26.0	Strong Council Governance	2
	26.1 - Council Policies Procedures Manual Development	2
	26.2 - Personnel Board Transition	2
	26.3 - District Elections	2
	26.4 - HEART Committee Review	2
	26.5 - TSPC Committee Review	2
	26.6 - Culture & Arts Committee Review	3
27.0	Citywide Metrics	1

Additional / Expanded Initiatives Added During the Fiscal Year

As a part of the City Council's "Strong Council Governance" initiative, the body embarked on a process to develop a comprehensive policy and procedures manual (SI 25.1). The draft manual states that Strategic Initiatives will be set annual and "only reprioritized by vote of the Council annually at the City Council Retreat, unless altered as prescribed [below]...

From time to time, the need for a new City Council Strategic Initiatives may arise outside of the Council's annual priority setting process. When this occurs, a Councilmember may request that the topic of their proposed Strategic Initiative be placed under the "Comments from Councilmembers" section on the agenda of regularly scheduled meeting...At such meeting, the Councilmember shall articulate why the new Strategic Initiative is of critical importance and requires immediate action from the City Council to consider and/or be prioritized above existing Strategic Initiatives. Upon a majority vote of the City Council, the Council may request the City Manager and/or the City Attorney analyze the impact on other priorities if directed to work on the requested item and provide the City Council with an estimated timeframe and resources needed for the work effort at a subsequent Council meeting.

The City Council has utilized the above process in the draft policies and procedures manual to add the following Strategic Initiatives to the staff work-program during the course of the fiscal year.

- Analysis of additional potential ballot measures (October 26, 2021)
 - Increase in the City's Cardroom Tax
 - Transition to a Rotational Mayor Process
 - Campaign Finance Contribution Limits
 - Implementation of Term Limits for the Mayor and City Councilmembers
- Expansion of the Safe Routes to Schools Project to examine an immediate effort to reduce speed limits near school sites to 15mph (October 26, 2021)
- Initiate a process for the City to obtain an on-call concrete repair contract (December 14, 2021)

The above new initiatives have been incorporated into the above table and the update matrix for this meeting, May 10, 2022 (Attachment 1).

Additionally, via requests for Closed Sessions, the City Council has initiated conversations related to two potential property acquisitions at 201 Balboa Way and 556 San Mateo Avenue. Both efforts are on-going.

Lastly, while not specifically listed as a Strategic Initiative but in alignment with several of Council's Priority Focus Areas, a major work effort related to the Tanforan retail mall site was authorized by the City Council during the current fiscal year. An update on this effort is below.

- Reimagining Tanforan
 - On July 27, 2021, the City Council authorized the City Manager to finalize and release the Reimagining Tanforan Land Use Fact Sheet, which articulates a vision for redevelopment of the site that includes office, retail, and entertainment uses as well as a minimum of 1,000 housing units. Alexandria Real Estate Equities purchased the 44-acre site in January 2022. Staff is actively working with Alexandria to launch a master planning process in

alignment to the vision outlined in Fact Sheet. The master planning process is anticipated to launch in Q1 of next fiscal year.

Inclusive of the May 10, 2022 meeting, a total of four status updates on each of the Strategic Initiatives have been provided to the City Council during the current fiscal year. The dates of these status updates and attachments related to each update are outlined in the following table.

Meeting Date	Agenda Title	Attachments
May 10, 2022	Receive Progress Report on Fiscal Year 2021-22 City Council Strategic Initiatives and Provide Direction on New or Modified Priority Focus Areas and Related Strategic Initiatives for the Fiscal Year 2022-23 that Begins on July 1, 2022	1 – 5/10/22 Update Matrix
February 16 & 17, 2022	City Council and Senior Leadership Team (SLT) Retreat	2 – 2/15/22 Update Matrix
October 26, 2021	City Council Special Meeting Receive First Quarterly Update on FY 2021-22 City Council Strategic Initiatives, with a Focus on Strategic Initiatives Related to City Ballot Measures for the November 2022 General Election	3 – 10/26/21 Update Matrix
August 24, 2021	City Council Study Session: Strategic Initiatives Update and Council Request for Discussion of Downtown Ad Hoc Committee	4 – 8/24/21 PowerPoint 5 – 8/24/21 Update Matrix

The current status of the 49 Strategic Initiatives can be found on Attachment 1. A summary table of the status figures is below.

Summary Status	No.	%
1 - Active Project	30	61%
2 - Anticipated to Start Later this FY	2	4%
3 - Unlikely to Start this FY	11	22%
Complete	6	12%
Total	49	100%

RECOMMENDATION:

Receive Progress Report on Fiscal Year 2021-22 City Council Strategic Initiatives and Provide Direction on New or Modified Priority Focus Areas and Related Strategic Initiatives for the Fiscal Year 2022-23 that Begins on July 1, 2022.

DISTRIBUTION:

None

ATTACHMENTS:

1. 5/10/22 City Council Strategic Initiative Update Matrix
2. 2/15/22 City Council Strategic Initiative Update Matrix
3. 10/26/21 City Council Strategic Initiative Update Matrix
4. 8/24/21 City Council Strategic Initiative Update PowerPoint
5. 8/24/21 City Council Strategic Initiative Update Matrix

DATE PREPARED:

May 5, 2022