



“The City with a Heart”

Rico E. Medina, Mayor
Tom Hamilton, Vice Mayor
Sandy Alvarez, Councilmember, District 1
Marty Medina, Councilmember, District 4
Michael Salazar, Councilmember

**AGENDA
SAN BRUNO CITY COUNCIL SPECIAL MEETING
CITY COUNCIL RETREAT
March 25, 2023
8:00 AM**

**Meeting Location:
San Bruno Senior Center
1555 Crystal Springs Road
San Bruno, CA**

PUBLIC COMMENT: In person attendees who want to provide public comment, will be asked to fill out a speaker card and turn it into the City Clerk. Public comment may also be emailed to CityClerk@sanbruno.ca.gov. Comments received via email will not be read aloud during the meeting.

ACCESSIBILITY: In compliance with the Americans with Disabilities Act, individuals requiring special accommodations or modifications to participate in this meeting should contact the City Clerk’s Office 48 hours prior to the meeting at (650) 616-7061 or CityClerk@sanbruno.ca.gov.

*Any disclosable public writings related to an open session item on a regular meeting agenda and distributed by the City to at least a majority of the City Council less than 72 hours prior to that meeting are available for public inspection at the City Clerk’s Office at City Hall located at 567 El Camino Real, San Bruno, California during normal business hours. In addition, the City may also post such documents on the City’s Website at <https://www.sanbruno.ca.gov/AgendaCenter>.

1. CALL TO ORDER

2. ROLL CALL

3. PUBLIC COMMENTS FOR ITEMS NOT ON THE AGENDA

Individuals allowed three minutes. It is the Council’s policy to refer matters raised in this forum to staff for investigation and/or action where appropriate. The Brown Act prohibits the Council from discussing or acting upon any matter not agendaized pursuant to State Law.

4. STUDY SESSION

Note: Public comment will be requested after each topic in this section

a. City Council’s Strategic Initiatives and Organizational Priorities Retreat

5. ADJOURNMENT – The next Regular City Council Meeting will be held on March 28, 2023 at 7:00 p.m.

Posted Pursuant to Law 03/23/2023

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City Council Agenda Item Staff Report

CITY OF SAN BRUNO

DATE: March 25, 2023

TO: Honorable Mayor and Members of the City Council

FROM: Jovan D. Grogan, City Manager

Prepared By: Jennifer Dianos, Assistant to the City Manager

SUBJECT: City Council's Strategic Initiatives and Organizational Priorities Retreat

OVERVIEW:

On March 25, 2023, the San Bruno City Council will hold an annual strategic initiative retreat to receive an update on the current Fiscal Year's City Council Focus Areas and Strategic Initiatives.

Attached to this report are two matrices: 1) City Council Initiatives; and 2) City Department Initiatives. The retreat will include discussion and feedback on City Council focus areas and initiatives.

The current City Council focus areas are as follows:

- 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

ATTACHMENTS:

1. Summary of Fiscal Year 2023-24 Focus Areas and Strategic Initiatives
2. City Council Strategic Initiatives Update Matrix
3. Department Strategic Initiatives Update Matrix
4. Facilitator's Meeting Agenda

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2023-24 Focus Areas and Strategic Initiatives

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

City Council Strategic Initiatives Update

	No.	%
1 - Active Project	20	50%
2 - Anticipated to Start Later this FY	3	8%
3 - Unlikely to Start this FY	10	25%
On-Hold	1	3%
Complete	6	15%
Total	40	

Department Strategic Initiatives Update

	No.	%
1 - Active Project	58	56%
2 - Anticipated to Start Later this FY	25	24%
3 - Unlikely to Start this FY	21	20%
Complete	0	0%
Total	104	

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City Council Strategic Initiatives Update
(Active/Anticipated to Start/Unlikely to Start this FY)

Title	Council's Summary Priority Category <i>1 - Extremely Important 2 - Highly Important 3 - Important</i>	Lead Dept	Implementation Timing Category <i>1-Active Project 2-Anticipated to Start Later this FY 3-Unlikely to Start this FY</i>	Budget <i>Note: Some Initiatives may require additional funding after initial analysis and project scoping.</i>	Project Update / Comments For October 2022
Implement Transit Corridor Vision to Revitalize Downtown and Commercial Corridor					
1.0 Downtown Parking Management Plan	3				
1.1 - Installation of Parking Meters Downtown	3	Police	1 - Active Project	\$225,000	Request will be presented to the City Council on April 11, 2023 for budget expenditure approval and authorization.
1.2 - Way finding Signage	3	Public Works / Police	2 - Anticipated to Start Later this FY		Developing RFP for wayfinding signage design development. Anticipate issuing RFP in Spring 2023.
2.0 Downtown Parking Strategies for Short Term Parking	2	Public Works	1 - Active Project		
2.1 - Installation of Temporary Loading Zones	3	Public Works	2 - Anticipated to Start Later this FY		Initiation loading zones installed. Additional analysis of loading and double parking issues in Downtown is anticipated to start later this fiscal year.
3.0 Short-term Downtown Improvements	1				
3.2 - Newspaper Racks	1	Public Works	1 - Active Project	\$30,000	Vendor developing design options that will be shared with the downtown community to obtain community input, then the design will be presented to the City Council for action.
4.0 Downtown Streetscape Plan	3	Community Services			
4.1 - Downtown Greening/Landscape Plan	3	Community Services	3 - Unlikely to Start this FY	Unfunded	On-hold, pending identification of staff resource to undertake or oversee the effort. Council's request to launch this initiative with a plant tree effort along Jenevein Ave in Downtown requires funding for landscape architectural services to assess subterranean infrastructure as well as design and develop cost estimates. Landscape architectural services for feasibility study estimated to cost \$25,000. Projected cost for full design services and estimated construction costs will be determined through the feasibility study.
4.2 - Posy Park Improvements	3	Community Services	1 - Active Project	\$575,000	Staff will work with the City's on call Landscape Architect to develop scope and estimated budget in Q3 2023. Complexity of site needs to be evaluated to ensure funding is adequate to launch project. Landscape architectural services for feasibility study estimated to cost \$25,000.
4.3 - Centennial Plaza Improvements	3	Community Services	1 - Active Project	\$912,437	On May 25, 2021, Council allocated \$150,000 of Park In Lieu Funds to the project. Preliminary work conducted with the City's on call Landscape Architect revealed complex issues at the site. Staff began work with the Council Downtown Committee to refine a design concept to include areas for dining, entertainment, passive play, and flexible event space. In August 2022, Council approved a design with a total estimated cost of \$912,437, and directed Staff to seek grant funding in the amount of \$500,000 from the San Bruno Community Foundation. The project is now in the construction document development and review process and anticipates the project will go to bid Q3/Q4 2023. Once bids are received, Staff will bring a funding request to City Council for the balance of the project, currently estimated to be \$262,437. Construction start estimated Q4 2023 with construction completion estimated Q2 2024.

City Council Strategic Initiatives Update
 (Active/Anticipated to Start/Unlikely to Start this FY)

Title	Council's Summary Priority Category 1 - Extremely Important 2 - Highly Important 3 - Important	Lead Dept	Implementation Timing Category 1-Active Project 2-Anticipated to Start Later this FY 3-Unlikely to Start this FY	Budget <i>Note: Some initiatives may require additional funding after initial analysis and project scoping.</i>	Project Update / Comments For October 2022	
Assure Rehabilitation & Replacement of Critical Community Facilities and Infrastructure						
5.0	Community Fiber Upgrade	1	CityNet Services	1 - Active Project	Pilot Projects Funded by CityNet Operating Budget / Upcoming CC request for initial \$3m in 2022-23/2023-24	First pilot project completed in Mirasol, Mira Luna and Skyline Developments. Second pilot project in Spyglass and Sea Cliff neighborhood 70% complete. Planning underway for 2,400 home rollout over a 3 year period to be funded by Council with a provisionally approved grant of \$3 million
6.0	Adopt-a-Drain Program	1	Public Works	1 - Active Project	TBD	Researching various adopt-a-drain programs
7.0	On-Call Concrete Repair	1	Public Works	1 - Active Project	N/A	Sidewalk repairs offered as part of the sidewalk program if residents choose to have repairs completed. When

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Grow City Revenues to Assure On-Going Fiscal Stability and Economic Vitality					
8.0 City Shared Services, including Grant Writing	1	City Manager's Office	1 - Active Project	\$60,000	
9.0 Comprehensive Fiscal Sustainability Project	1				
9.1 - Charter City - focused on Commercial transfer tax	1	City Attorney / Finance	Completed	Funded	Staff presented options to the City Council and City Council decided to no longer pursue this initiative.
9.2 - Short-term Rentals	1	Finance / Com and Econ Dev	1 - Active Project	Funded	Mid-year budget amendment approved to secure Granicus application to aid in the management and processing of residential short-term rental zoning permits.
9.3 - Cannabis Regulations	1	Com and Econ Dev	1 - Active Project	\$40,000	City Council hearing scheduled for March 28, 2023 to introduce an ordinance amending the existing cannabis regulations at Council's direction. If adopted, the new operator's permit application period is tentatively scheduled to open on May 1, following the effective date of the new regulations. Fall 2023 is the anticipated date to bring the cannabis operator's permit applications to City Council for selection.
10.0 Review of Water/Sewer Rates					
10.1 - Water Rate Study	2	Public Works	Completed	\$60,000	City Council authorized staff to initiate the proposition 218 water rate setting process by resolution.
10.2 - Sewer Rate Study	2	Public Works	Completed	\$60,000	City Council authorized staff to initiate the proposition 218 sewer rate setting process by resolution.

City Council Strategic Initiatives Update
(Active/Anticipated to Start/Unlikely to Start this FY)

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Continue to Strengthen Community Connections, Engagement and Communication					
11.0 Summer Saturdays or Sundays for Street Closures	2	City Manager's Office	3 - Unlikely to Start this FY	Unfunded	On-hold, pending identification of staff resource to undertake or oversee the effort.
12.0 East/West Street Sweeping Alignment	1	Public Works / Police	1 - Active Project	TBD	
13.0 Citywide Parking Programs	1	Police	1 - Active Project	TBD	Presenting to City Council for appropriation/authorization April 11, 2023.
14.0 Community Perceptions Survey	2	City Manager's Office	3 - Unlikely to Start this FY	TBD	On-hold, pending identification of staff resource to undertake or oversee the effort. New initiative added for FY2022-23: Develop and implement a community perceptions survey of Citywide programs and services.
15.0 Future City Ballot Measures	1				
15.3 - Campaign Finance Contribution Limits	1	City Manager's Office / City Attorney	Completed		Completed, presented to City Council January 2023.
15.4 - Stormwater / Infrastructure Financing	1	City Manager's Office / Finance	On-Hold	TBD	City Council direction needed on next steps for revenue options for support Stormwater Fund.
16.0 CAFE Age Friendly Certification Process		Community Services	1 - Active Project	TBD	City Council directed staff to begin this effort at the March 14, 2023 Council meeting.
Protect and Improve Community Aesthetics and Safety					
17.0 Wildland Risk Mitigation	1				
17.1 - Crestmoor Wildfire Mitigation Project	1	Fire	1 - Active Project	\$3.2M	Ongoing project CEQA consultant to be contracted by July 1, 2023 to align with Wildfire Mitigation Plan for Crestmoor Canyon.
17.2 - Citywide Wildfire Mitigation Project & Public Education Programs Covering Fire Safety and Emergency Preparedness	1	Fire	1 - Active Project	\$150,000	Ongoing project that prioritizes treatment areas based on No-Harm study.
18.0 City of San Bruno Sign/Arch at Caltrain Station	3	Public Works	3 - Unlikely to Start this FY	TBD	On-hold, pending identification of staff resource to undertake or oversee the effort. New initiative added for FY2022-23: Develop a plan to beautify the location where an archway was previously planned at the San Bruno Caltrain Station, near the intersection of San Bruno Avenue and San Mateo Avenue on the eastern side of the station.
19.0 Reduced Speed Limits near School Sites to 15mph / Safe Routes to Schools	1	Public Works	Completed	TBD	Staff presented a discussion on 15MPH around schools to City Council Meeting in April 2022 and Council adopted the Safe Routes to School Plan in February 2023.

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Continue Proactive Planning for the Future of San Bruno					
20.0 Adopt an Affordable Housing Fund Implementation Plan	1	Com and Econ Dev	1 - Active Project	\$70,000	On-hold, pending identification of staff resource to undertake or oversee the effort.
21.0 Affordable Housing, including Development Partnership	1	Com and Econ Dev	1 - Active Project	Amount TBD - City Affordable Housing Fund	On-hold, pending identification of staff resource to undertake or oversee the effort.
22.0 Implement Online Permitting	1	Com and Econ Dev	1 - Active Project	TBD, to be funded by technology fees	Testing of the new My Government Online (MGO) online permitting system underway through Spring 2023. Public launch of the new system anticipated at the start of the FY2023-24.
23.0 Economic Development Program	3	Com and Econ Dev / City Manager's Office	2 - Anticipated to Start Later this FY	New position funded	
23.1 - Small Business Attraction Program (w/ Chamber)	3	Com and Econ Dev / City Manager's Office	3 - Unlikely to Start this FY	N/A	On-hold, pending identification of staff resource to undertake or oversee the effort.
23.2 - Support a relaunch of the San Bruno Chamber of Commerce	3	Com and Econ Dev / City Manager's Office	3 - Unlikely to Start this FY	N/A	On-hold, pending identification of staff resource to undertake or oversee the effort. New initiative added for FY2022-23: City Fund Consultant to Meet with SB Businesses and Serve as Chamber to Develop Near Term Plan to Relaunch Chamber.
24.0 Climate Action Plan	1	Com and Econ Dev	1 - Active Project	\$10,000 grant from PCF	On-hold, pending identification of staff resource to undertake or oversee the effort.
Strong Governance, Organizational Health and Employee Success					
25.0 Strong Council Governance	2	City Manager's Office			
25.1 - Council Policies Procedures Manual Development	2	City Manager's Office	Completed	N/A	Council Policies and Procedures adopted by the City Council on December 13, 2022.
25.2 - HEART Committee Review	2	City Manager's Office	3 - Unlikely to Start this FY	N/A	Work on this initiative is planned for Q1 of FY2023-24, under the leadership of a new management analyst, scheduled to start with the City in 2023. Staff anticipates aligning this initiative with a large examination and governance review of all Advisory Boards, Commissions and Committees.
25.3 - TSPC Committee Review	2	Public Works	3 - Unlikely to Start this FY	N/A	Work on this initiative is planned for Q1 of FY2023-24, under the leadership of a new management analyst, scheduled to start with the City in 2023. Staff anticipates aligning this initiative with a large examination and governance review of all Advisory Boards, Commissions and Committees.
25.4 - Culture & Arts Committee Review	3	Community Services	3 - Unlikely to Start this FY	N/A	Work on this initiative is planned for Q1 of FY 2023-24, under the leadership of a new management analyst, scheduled to start with the City in 2023. Staff anticipates aligning this initiative with a large examination and governance review of all Advisory Boards, Commissions and Committees.
26.0 Citywide Metrics	1	City Manager's Office	3 - Unlikely to Start this FY	Unfunded	On-hold, pending identification of staff resource to undertake or oversee the effort.

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Department Strategic Initiatives Update
(Active/Anticipated to Start/Unlikely to Start this FY)

Title	Council's Summary Priority Category 1 - Extremely Important 2 - Highly Important 3 - Important	Lead Dept	Implementation Timing Category 1-Active Project 2-Anticipated to Start Later this FY 3-Unlikely to Start this FY	Project Update / Comments For March 2023	
Implement Transit Corridor Vision to Revitalize Downtown and Commercial Corridor					
1	Continue work on Centennial Plaza Improvements.	1	Community Services	1 - Active Project	On May 25, 2021, Council allocated \$150,000 of Park In Lieu Funds to the project. Preliminary work conducted with the City's on call Landscape Architect revealed complex issues at the site. Staff began work with the Council Downtown Committee to refine a design concept to include areas for dining, entertainment, passive play, and flexible event space. In August 2022, Council approved a design with a total estimated cost of \$912,437, and directed Staff to seek grant funding in the amount of \$500,000 from the San Bruno Community Foundation. The project is now in the construction document development and review process and anticipates the project will go to bid Q3/Q4 2023. Once bids are received, Staff will bring a funding request to City Council for the balance of the project, currently estimated to be \$262,437. Construction start estimated Q4 2023 with construction completion estimated Q2 2024.
2	Support efforts of the San Mateo Avenue Planter Volunteers by providing materials and technical support.	1	Community Services	1 - Active Project	
3	Continue to energize San Mateo Avenue by activating the Avenue with community events such as Community Day and the Holiday Tree Lighting.	1	Community Services	1 - Active Project	
4	Posy Park Renovations	1	Community Services	2 - Anticipated to Start Later this FY	Staff will work with the City's on call Landscape Architect to develop scope and estimated budget in Q3 2023. Complexity of site needs to be evaluated to ensure funding is adequate to launch project. Landscape architectural services for feasibility study estimated to cost \$25,000.
5	Continue regular meetings with downtown business group	3	Police	1 - Active Project	
6	Establish a parking enforcement office downtown	2	Police	1 - Active Project	Presenting to City Council April 11, 2023.
7	Metered parking downtown	2	Police	1 - Active Project	Presenting to City Council April 11, 2023.
8	Code Enforcement "Downtown Weekly" program	3	Police	2 - Anticipated to Start Later this FY	
Assure Rehabilitation & Replacement of Critical Community Facilities and Infrastructure					
9	Ensure water system supply and capacity	3	Public Works	1 - Active Project	Establishing reporting metrics for this initiative. Efforts on going for water tank and pump station projects currently under design. Current upsizing of waterlines in various stages of design and construction. Water System Master Plan and Water Rates Study adopted by council in Early 2023.

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(Active/Anticipated to Start/Unlikely to Start this FY)

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10	Rehabilitation and Replacement of Aging infrastructure assets for utilities and roadways	3	Public Works	1 - Active Project	Establishing reporting metrics for this initiative. Efforts both water and sewer replacement projects are currently under construction in the avenues with the next batch of projects in design. 3 distinct roadway repaving, pavement maintenance and rehabilitation projects are under design with 2 efforts anticipated to enter construction. Additional roadway rehabilitation efforts are anticipated with measure G funding in the upcoming cycle. Patch truck order is underway and anticipated at the end of the year.
11	Crestwood Pump Station Rehabilitation	1	Public Works	1 - Active Project	Currently under design.
12	Fire Station 52 Replacement	1	Public Works	1 - Active Project	
13	RAC Program Implementation and Opening	1	Community Services Public Works	1 - Active Project	Estimated completion date of Fall 2023.
14	Coordinate relocation of Rotary Pavilion as part of the RAC project.	1	Community Services	2 - Anticipated to Start Later this FY	
15	Coordinate Crestmoor Multi-Use Fields Master Plan Project with assistance of on call landscape architect Callendar Associates	1	Community Services	1 - Active Project	
16	Florida Avenue Park Project	1	Community Services	2 - Anticipated to Start Later this FY	Funding request to City Council March 28, 2023 City Council Meeting.
17	CSSA cybersecurity assessment	1	Police	3 - Unlikely to Start this FY	Potential for free assessment through Cyber Security Sharing & Analytics (CSSA).
18	Improve functionality and ensure future usability of Police facility	3	Police	3 - Unlikely to Start this FY	Includes conversion of the jail, expansion of the evidence room, etc.
Grow City Revenues to Assure On-Going Fiscal Stability and Economic Vitality					
19	Support development projects that provide significant fiscal revenue and economic revitalization to the City	1	CMO/CED	1 - Active Project	Major projects located on vacant or underutilized properties are in various stages of project review, including the Tanforan mixed-use project and Cardinale Hyundai and Genesis Dealership at The Crossing.
20	Create Sports User Agreements with San Bruno youth sports groups that are unique to each group to outline the individual use of each group and their contribution to their field work.	1	Community Services	1 - Active Project	
21	Increase partnerships with Skyline College to expand Contract Class business model.	1	Community Services	1 - Active Project	
22	Develop partnerships with local hospitality providers and local convention and visitors bureau to maximize use of facility rentals.	1	Community Services	2 - Anticipated to Start Later this FY	

Department Strategic Initiatives Update
(Active/Anticipated to Start/Unlikely to Start this FY)

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23	Develop partnerships with medical organizations to support health and fitness, nutrition and mental wellness programs and maximize rentals of the RAC.	1	Community Services	2 - Anticipated to Start Later this FY	
24	Enhanced citywide parking enforcement	2	Police	1 - Active Project	Presenting to City Council April 11, 2023.
25	Cost-recovery agreement negotiation with Target	2	Police	1 - Active Project	Currently negotiating with Target.
Continue to Strengthen Community Connections, Engagement and Communication					
26	Pothole Program Digitization	3	Public Works	1 - Active Project	
27	Work with exist Library Staffing resources to deliver cultural programming, such as annual Movies in the Park, Shakespeare in the Park, Día de Los Muertos event, Chinese New Year event, and Juneteenth Celebration, and Art in the Library programs.	1	Community Services	1 - Active Project	
28	Identify gaps in Active Adult and Senior programs and services that could be provided to the Senior demographic through partnerships with outside agencies or via independent contractors.	1	Community Services	1 - Active Project	
29	Revise Senior Meal Service format that provides a balance between catered and in-house prepared meals.	1	Community Services	2 - Anticipated to Start Later this FY	
30	Collaborate with the Nutrition Site Council to research the purchase of a smaller vehicle for the transportation program that does not require a Class B license.	1	Community Services	1 - Active Project	
31	Revise Senior Volunteer program to: articulate roles, responsibilities, and Volunteer Job Descriptions; develop an onboarding process for new Volunteers; create a Daily Task List for each Volunteer position; provides ongoing training for Volunteers; and recognizes and celebrates Senior Volunteers; and recognizes relationship with the Nutrition Site Council.	1	Community Services	1 - Active Project	

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32	Re-evaluate all existing special events and revise format to maximize participation levels.	1	Community Services	2 - Anticipated to Start Later this FY	
33	Planning: Develop program curriculum	1	Community Services	1 - Active Project	
34	Resource Recruitment: Program partner recruitment	1	Community Services	1 - Active Project	
35	Develop process to review, provide feedback (from staff and patrons) and adjust operations and administrative functions during first year of RAC operation.	1	Community Services	1 - Active Project	
36	Develop scholarship fund to allow equity of access to RAC including fund development and scholarship guidelines.	1	Community Services	2 - Anticipated to Start Later this FY	
37	Develop and implement a marketing strategy for the Community Services Programs - inclusive of existing programs, Library programs, and all new program elements of the RAC.	1	Community Services	2 - Anticipated to Start Later this FY	
38	Continue Chat With the Chief events	2	Police	1 - Active Project	
39	Expand neighborhood watch groups	3	Police	1 - Active Project	
40	Continue to expand use of CueHit SMS system	2	Police	1 - Active Project	
41	Expand Coffee with a Cop event	3	Police	1 - Active Project	
42	Revitalize the Public Information/Social Media Team	3	Police	1 - Active Project	
43	Establish a Police Activities League	2	Police	2 - Anticipated to Start Later this FY	Determining best structure, partnerships, and cost.
44	Update all department policies on the website	2	Police	1 - Active Project	
45	Conduct RIDOF with SBPSD	3	Police	1 - Active Project	
46	Conduct UDETER with Capuchino HS	3	Police	1 - Active Project	
Protect and Improve Community Aesthetics and Safety					
47	Coordinate with SSF and 5th Addition neighborhood in creating safer crossing and connectivity at Scott Street via the Scott Street Grade Separation project	1	Public Works	1 - Active Project	Entering the Preliminary Engineering and Environmental Review phase. City budgeted approximately \$470,000 to cover its local share and City costs. Caltrain is the lead agency and SB and SSF are project sponsors.

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48	Streetlight Requests/Study	1	Public Works	3 - Unlikely to Start this FY	
49	Administration of City Tree Program and oversight of contractual services for pruning and pollarding of City street trees.	1	Community Services	1 - Active Project	
50	Tree Risk, Removal, and Thinning in City Open Space	1	Community Services	2 - Anticipated to Start Later this FY	Currently working with On-Call Arborist to identify action plans for City open space areas proximate to residential areas.
51	Emergency Action Plans: Create Facility and Program-specific Emergency Action Plans for all recreation facilities, and as required by programs such as EAP required of by SMC Health for the Aquatic Facility to include Lifeguard Safety Plan; Pool Maintenance Process Documents; Facility Maintenance Standards.	1	Community Services	1 - Active Project	
52	Expansion of the ALPR program	2	Police	1 - Active Project	
53	Review and revision of homeless encampment abatement procedures	2	Police	1 - Active Project	
54	Enhance traffic safety and enforcement capabilities	2	Police	2 - Anticipated to Start Later this FY	Potential for adding a Motor Officer via Southline project funds.
55	Police radio encryption project	1	Police	2 - Anticipated to Start Later this FY	Presenting to Council April 11, 2023.
56	Enhance threat assessment capabilities	2	Police	1 - Active Project	The ability to conduct thorough and competent threat assessments is an essential component of modern policing and a relatively new phenomenon. Developing this expertise requires substantial training, equipment, etc.
57	Truck Staffing to align with Standards of Cover Study	3	Fire	1 - Active Project	SOC / CRA Recommendation 8: Consider hiring enough additional firefighters to staff Truck 51 to ensure a minimum of 4-person staffing daily. SAFER Grant Opportunity in process.
58	Continue Citywide Wildfire Mitigation Program	3	Fire	1 - Active Project	
59	Continue Crestmoor Canyon Wildfire Mitigation Program	3	Fire	1 - Active Project	
60	Complete TIMS Training for all SBFD Staff	3	Fire	1 - Active Project	SOC / CRA Recommendation 14: Consider writing and implementing a Firefighter's Safety Highway.
61	Complete Water Rescue Training for all SBFD Staff	3	Fire	1 - Active Project	SOC / CRA Recommendation 12: Develop and update standard operating guidelines and all policies and procedures. In Progress Specifically, one area needing updated policies and procedures is for water rescue response. SBFD lacks the proper PPE equipment, training, and response guidelines to adequately and effectively respond to water rescue events.

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Continue Proactive Planning for the Future of San Bruno					
62	First Year of Housing Element Implementation: Program 1A - Streamline CEQA review	2	Com and Econ Dev	3 - Unlikely to Start this FY	On-hold, pending identification of staff resource to undertake or oversee the effort.
63	First Year of Housing Element Implementation: Program 1B - Establish streamlined pre-	2	Com and Econ Dev	3 - Unlikely to Start this FY	On-hold, pending identification of staff resource to undertake or oversee the effort.
64	First Year of Housing Element Implementation: Program 1C - Establish priority building permit	2	Com and Econ Dev	3 - Unlikely to Start this FY	On-hold, pending identification of staff resource to undertake or oversee the effort.
65	First Year of Housing Element Implementation: Program 1E, 4C - Improve public information	2	Com and Econ Dev	3 - Unlikely to Start this FY	On-hold, pending identification of staff resource to undertake or oversee the effort.
66	First Year of Housing Element Implementation: Program 1F - Consolidate fees to simplify and	2	Com and Econ Dev	3 - Unlikely to Start this FY	On-hold, pending identification of staff resource to undertake or oversee the effort.
67	First Year of Housing Element Implementation: Program 2C - Prepare SB9 zoning ordinance	2	Com and Econ Dev	3 - Unlikely to Start this FY	On-hold, pending identification of staff resource to undertake or oversee the effort.
68	First Year of Housing Element Implementation: Program 3G - Amend ordinance for replacement of affordable housing with new projects	2	Com and Econ Dev	3 - Unlikely to Start this FY	On-hold, pending identification of staff resource to undertake or oversee the effort.
69	General Plan Safety Element Update	2	Com and Econ Dev	2 - Anticipated to Start Later this FY	Shared effort with other County municipalities. The City's share will be \$155,000, which has been funded from General Plan maintenance fund.
70	Update ordinances to reflect new State laws	1	Com and Econ Dev / City Attorney	3 - Unlikely to Start this FY	On-hold, pending identification of staff resource to undertake or oversee the effort.
71	Establish VMT Impact and Traffic Impact Analysis Guidelines. VMT mitigations		Com and Econ Dev / Public Works	3 - Unlikely to Start this FY	On-hold, pending identification of staff resource to undertake or oversee the effort.
72	Fleet Study	2	Public Works	1 - Active Project	Consultant compiling draft of study.
73	Storm Drain Master Plan Update	3	Public Works	3 - Unlikely to Start this FY	Looking at requesting funding in the upcoming budget.
74	Sewer Master Plan Update	3	Public Works	3 - Unlikely to Start this FY	Looking at requesting funding in the upcoming budget.
75	Open Space Management Plan	2	Public Works	3 - Unlikely to Start this FY	Researching with Mid-Peninsula Open Space District and other cities on how to best manage open space.
76	Water Supply Demand Assessment	3	Public Works	2 - Anticipated to Start Later this FY	Will begin developing scope of work.
77	Coordinate the Safe Routes to School and Local Road Safety Plans	2	Public Works	3 - Unlikely to Start this FY	Analyzing incorporating some projects into the FY2324 CIP budget. Met with school district in March to kick off discussions on the SRTS.
78	Implement recommendations from organizational assessment of Library	1	Community Services	1 - Active Project	
79	Exploration of the Real Time Watch Commander Program	3	Police	3 - Unlikely to Start this FY	
80	Exploration of the UAS as a First Responder program	3	Police	3 - Unlikely to Start this FY	

Department Strategic Initiatives Update
(Active/Anticipated to Start/Unlikely to Start this FY)

Title		Council's Summary Priority Category <i>1 - Extremely Important 2 - Highly Important 3 - Important</i>	Lead Dept	Implementation Timing Category <i>1-Active Project 2-Anticipated to Start Later this FY 3-Unlikely to Start this FY</i>	Project Update / Comments For March 2023
81	Exploration of the Integrated CAD/RMS System	3	Police	3 - Unlikely to Start this FY	
82	Force Multiplier Research Program	2	Police	1 - Active Project	
83	Tri-band, 800mhZ, LTE capable radio expansion	2	Police	2 - Anticipated to Start Later this FY	Presenting to City Council on April 11, 2023.
84	Complete Comprehensive Policy & Procedure Development (Lexipol) in cooperation with Labor & Human Resources		Fire	1 - Active Project	
Strong Governance, Organizational Health and Employee Success					
85	Public Works Employee Engagement and Retention Strategy	2	Public Works	2 - Anticipated to Start Later this FY	Office layout evaluation started, brainstormed team building activities
86	Public Works Digital Systems Integration	3	Public Works	2 - Anticipated to Start Later this FY	Business Application Analyst on-boarded and identifying needs and opportunities
87	Pool Vehicle Fleet Booking Portal	3	Public Works	3 - Unlikely to Start this FY	
88	Expand and improve productivity for the Community and Economic Development	1	Com and Econ Dev	3 - Unlikely to Start this FY	Expand staff capacity through: stabilizing leadership of the department, expanded use of <u>technology, improved procedures, training, team-building, and formally amending</u>
89	Age Friendly Community Certification	1	Community Services	1 - Active Project	Staff support of County-funded effort to seek certification as an Age Friendly City by staffing a Task Force through September 2023.
90	Senior Advisory Board: Continue to work with SAB to develop better understanding of role and responsibility of the SAB, and to improve the relationship between Staff and Seniors.	1	Community Services	1 - Active Project	
91	Culture and Arts Commission: Work with CAC through program strategies to better align and focus their role and responsibility.	1	Community Services	2 - Anticipated to Start Later this FY	
92	Implement formal training program for Parks Division, and specialized program for Tree Program and specialized equipment	1	Community Services	2 - Anticipated to Start Later this FY	Staff is working with DuAll safety on a formal safety training program.
93	Develop and implement onboarding and ongoing training program for all Community Services Staff as part on onboarding, ongoing development, and to support the overall health of the CS Team.	1	Community Services	2 - Anticipated to Start Later this FY	

Department Strategic Initiatives Update
(Active/Anticipated to Start/Unlikely to Start this FY)

Title		Council's Summary Priority Category <i>1 - Extremely Important 2 - Highly Important 3 - Important</i>	Lead Dept	Implementation Timing Category <i>1-Active Project 2-Anticipated to Start Later this FY 3-Unlikely to Start this FY</i>	Project Update / Comments For March 2023
94	Implement Department Work Plan to identify and track success of achieving operational goals.	1	Community Services	1 - Active Project	
95	Integral Wellness Program	1	Police	1 - Active Project	Physical fitness, mental health counseling, nutrition counseling, financial counseling, peer support, sleep enhancement, mindfulness, etc.
96	Integral career planning, training and assessment program	1	Police	1 - Active Project	
97	Integral Policing Transformation Initiative	3	Police	1 - Active Project	
98	POST Team Building Workshop	1	Police	1 - Active Project	Occurring end of March 2023.
99	Senate Bill 2 Implementation	1	Police	1 - Active Project	
100	Recruitment and Retention of talented staff	1	Human Resources	1 - Active Project	It's competitive out there! What's our niche? What can we offer?
101	Staff Development through mentoring and training	2	Human Resources	1 - Active Project	What about a Training plan for each employee, mentoring and developing staff, supporting continuous learning, and keeping up with the best practices?
102	Employee Engagement & Job Satisfaction	2	Human Resources	2 - Anticipated to Start Later this FY	1. When employees are more engaged, their performance, productivity, motivation, and overall success improve. 2. Work/Life Balance 3. Employee Health and Wellness 4. Employee Recognition.
103	Succession Planning	2	Human Resources	2 - Anticipated to Start Later this FY	Keeping talent in the pipeline - 12 - 36 month process of preparation.
104	Move cardio and exercise workout equipment from apparatus bay at station 51	3	Fire	2 - Anticipated to Start Later this FY	SOC / CRA Recommendation Recommendation 17: Find suitable locations for workout exercise areas outside of the apparatus bays at both Station 51 and Station 52.



**CITY COUNCIL RETREAT | MARCH 25, 2023
8:00 AM – 4:30 PM**

MEETING AGENDA

TASK	AGENDA ITEM	TIME ALLOCATION
1	Opening/Public Comment on Non-Agenda Items and Agenda Items	5 mins / 8:00am
2	Mayor & Individual Councilmember Opening Remarks	10 mins / 8:05am
3	Process Overview by City Manager	5 mins / 8:15am
4	CIP Resource Planning Presentation by Public Works Director & Council Q&A	30 mins / 8:20am
5	Review Projects that Align to City Council Priority Focus Areas (FA)	
	a. Implement Transit Corridor Vision to Revitalize Downtown and Commercial Corridor <ul style="list-style-type: none"> • Update on City Council Strategic Initiatives • Highlight of Related Dept. Director Initiatives • Council Amendments to City Council Strategic Initiatives <ul style="list-style-type: none"> ➢ Suggestions of Eliminating Current Strategic Initiatives ➢ Suggestions of Adding New Strategic Initiatives • City Council Voting on Amendments 	1 hr / 8:50am
	b. Assure Rehabilitation & Replacement of Critical Community Facilities and Infrastructure <ul style="list-style-type: none"> • Update on City Council Strategic Initiatives • Highlight of Related Dept. Director Initiatives • Council Amendments to City Council Strategic Initiatives <ul style="list-style-type: none"> ➢ Suggestions of Eliminating Current Strategic Initiatives ➢ Suggestions of Adding New Strategic Initiatives • City Council Voting on Amendments 	45 mins / 9:50am
10 MIN BREAK @ 10:35AM		
	c. Grow City Revenues to Assure On-Going Fiscal Stability and Economic Vitality <ul style="list-style-type: none"> • Update on City Council Strategic Initiatives • Highlight of Related Dept. Director Initiatives • Council Amendments to City Council Strategic Initiatives <ul style="list-style-type: none"> ➢ Suggestions of Eliminating Current Strategic Initiatives ➢ Suggestions of Adding New Strategic Initiatives • City Council Voting on Amendments 	1 hr / 10:45am

TASK	AGENDA ITEM	TIME ALLOCATION
	<p>d. Continue to Strengthen Community Connections, Engagement and Communication</p> <ul style="list-style-type: none"> • Update on City Council Strategic Initiatives • Highlight of Related Dept. Director Initiatives • Council Amendments to City Council Strategic Initiatives <ul style="list-style-type: none"> ➤ Suggestions of Eliminating Current Strategic Initiatives ➤ Suggestions of Adding New Strategic Initiatives • City Council Voting on Amendments 	30 mins / 11:45am
30 MIN LUNCH @ 12:15PM		
	<p>e. Protect and Improve Community Aesthetics and Safety</p> <ul style="list-style-type: none"> • Update on City Council Strategic Initiatives • Highlight of Related Dept. Director Initiatives • Council Amendments to City Council Strategic Initiatives <ul style="list-style-type: none"> ➤ Suggestions of Eliminating Current Strategic Initiatives ➤ Suggestions of Adding New Strategic Initiatives • City Council Voting on Amendments 	45 mins / 12:45pm
	<p>f. Continue Proactive Planning for the Future of San Bruno</p> <ul style="list-style-type: none"> • Update on City Council Strategic Initiatives • Highlight of Related Dept. Director Initiatives • Council Amendments to City Council Strategic Initiatives <ul style="list-style-type: none"> ➤ Suggestions of Eliminating Current Strategic Initiatives ➤ Suggestions of Adding New Strategic Initiatives • City Council Voting on Amendments 	45 mins / 1:30pm
	<p>g. Strong Governance, Organizational Health and Employee Success</p> <ul style="list-style-type: none"> • Update on City Council Strategic Initiatives • Highlight of Related Dept. Director Initiatives • Council Amendments to City Council Strategic Initiatives <ul style="list-style-type: none"> ➤ Suggestions of Eliminating Current Strategic Initiatives ➤ Suggestions of Adding New Strategic Initiatives • City Council Voting on Amendments 	45 mins / 2:30pm
10 MIN BREAK @ 3:15PM		
6	City Council Prioritization Process (or Ranking) for All Proposed FY 23-24 Strategic Initiatives	1 hr / 3:25pm
7	Process Closeout by City Manager	10 mins / 4:25pm
8	Thank You and Adjournment by Mayor	5 mins / 4:30pm

