



**DISCUSSION ITEMS**

**Agenda Item # 6**

**AGENDA REPORT SUMMARY**

**Meeting Date:** March 24, 2020

**Subject:** Adoption of 2020 City Council Strategic Priorities and Workplan

**Prepared by:** Chris Jordan, City Manager

**Attachment(s):**

- Draft 2020 City Council Strategic Priorities and Workplan

**Initiated by:**

City Council

**Previous Council Consideration:**

- Council Retreat – February 5, 2020
- February 25, 2020

**Fiscal Impact:**

Not Applicable

**Environmental Review:**

Not applicable

**Policy Question(s) for Council Consideration:**

- Does the City Council wish to adopt the 2020 Strategic Priorities and Workplan as discussed at the February 5, 2020 Council Retreat and February 25 Council meeting?

**Summary:**

- Annually the Los Altos City Council adopts a list of Strategic Priorities to guide the Council staff work plan for the year
- The Council met on February 5, 2020 and February 25, 2020 and provided guidance to staff regarding the Council's Strategic Priorities for 2020
- The Council also determined that these Strategic Priorities should not just guide the work plan for 2020, but many are multi-year projects and should continue into the future
- City staff has taken the Council's direction for the Strategic Priorities and provided a tentative workplan for accomplishing each

**Recommended Motion:**

Move to adopt the 2020 City Council Strategic Priorities and Workplan

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**Reviewed By:**

City Manager

CJ

City Attorney

JH

Finance Director

SE

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<b>1.0 LAND USE: Ensure that the City’s Land Use policies and planning documents reflect the values and needs of our community while complying with state laws</b>		
1.1 Ensure zoning codes and other land use documents provide objective standards as required by state law while maintaining maximum City discretion	2020	Community Development
1.1.1 Identify consulting team to develop “Objective Standards” for multi-family and mixed-use projects where permitted, conditionally permitted or by-right -- Complete interview and selection process	03/17/20	
1.1.2 Finalize agreement with consultant	04/24/20	
1.1.3 Develop detailed work plan and schedule	05/01/20	
1.2 Reevaluate land use mix and density for each of the City’s commercial districts and take into consideration elements such as economic vitality, neighborhood context, character, RHNA requirements, inclusionary zoning, and updated zoning codes/objective standards (Priority 1.1) to achieve desired results	Begin April 2020	Community Development
1.2.1 Develop zone district, specific purpose, use, and Specific Plan matrix for commercial zoning districts to provide overarching context for decision making	May 2020	
1.2.2 El Camino Real Corridor (CT & CN Districts and Sherwood Gateway Specific Plan) – Evaluate Uses	TBD	
1.2.2.1 Study session to identify questions Council expects to have answered when complete	May 2020	
1.2.3 Downtown – Evaluate Zone Districts and Uses	TBD	
1.2.4 Loyola Corners – Evaluate Zone Districts and Loyola Corners Specific Plan	TBD	

1.3 Increase and protect Park Land		Community Development
1.3.1 Complete negotiations with property owners of 745 Distel Drive with goal of delivering a new park	Prior to pulling building permit for 5150 ECR	
1.3.2 Consider whether and/or how to change zoning and/or land use designation for Civic Center lands with the goal of protecting park and open space	2020-2021	
1.3.2.1. Complete comprehensive survey of Civic Center complex	July 2020	
1.3.2.2. In conjunction with City Attorney’s Office, evaluate zoning or other code and policy amendment to achieve protection of open space and park land	July 2020	
1.3.2.3. Present options to City Council, receive direction then develop work plan tasks/timelines to align with direction given	July 2020	

<b>2.0 HOUSING: Develop affordable housing policies that will enable the City to achieve its RHNA requirements and provide housing to support our community needs</b>		
2.1 Collaborate and Support the acquisition of 330 Distel Circle for the purpose of developing a rental housing project with significant focus on supportive and very-low/low income housing	2020	Community Development
2.1.1 City Council appoint subcommittee	02/25/20	
2.2 Establish a prequalification process focused on accessibility of housing opportunities for below market rate units (work with Palo Alto Housing)	Spring 2020	Community Development
2.2.1 Palo Alto Housing to present proposed process to City Council and receive direction	05/26/20	
2.3 Support and increase the production of Accessory Dwelling Units (ADUs)	2020	Community Development
2.3.1 Develop literature to guide homeowners through the submittal and approval process based on State law	Feb 2020	
2.3.2 Hold ADU Workshop in collaboration with Los Altos Affordable Housing Alliance	02/27/20	
2.3.3 Develop an FAQ Guide for ADUs and post on City website	03/27/20	
2.3.4 Update codes to align with State law	03/23/20	
2.3.5 Hold Planning Commission public hearing to recommend draft ADU ordinance to City Council	04/16/20	
2.3.6 First Reading of Ordinance by City Council	05/12/20	
2.3.7 Adoption of Ordinance by City Council	05/26/20	
2.3.8 Modify literature to guide homeowners through the submittal and approval process, if required	05/28/20	
2.3.9 Deploy a marketing campaign to raise awareness and encourage development of ADUs	June 2020	

## 2020-202X CITY COUNCIL STRATEGIC GOALS AND OBJECTIVES

2.3.10 Develop tracking and reporting mechanism to measure Key Performance Indicators (KPIs), including indicators such as # of info inquiries/requests for information, applications submitted, applications approved, permits finalized	June 2020	
2.4 Implement Linkage and Impact Fees	2020	Community Development
2.4.1 Coming Soon! -- Work plan to be developed	04/28/20	
2.5 Review and revise, as appropriate, inclusionary housing requirements to ensure alignment with City's objectives.	2021	Community Development
2.5.1 Hold City Council workshop (Joint with Planning Commission) on changes to inclusionary housing requirements – goal to identify desired changes and tradeoffs		
2.5.2 Draft ordinance and hold Public Hearing with Planning Commission		
2.5.3 Present draft ordinance to City Council		
2.6 Develop policies and approaches to increase affordable units through public/private partnerships and other methods for all new project in the CT zone	2020	Community Development
2.6.1 Develop list of policies and approaches for Council consideration at a workshop		
2.6.2 Release RFP for Housing Element Update Consultant – Next Cycle Preparations		

3.0 DOWNTOWN VISION: Identify and implement specific projects to advance conceptual elements of the Downtown Vision		
3.1 Parking: Evaluate and implement, as appropriate, “low-hanging” fruit improvements which will yield increased number of parking stalls available for public use	2020	Engineering Services & MSC
3.1.1 Loading zone use – evaluate changes to loading zones (locations, use restrictions, etc.) in order to increase availability of parking during peak periods	August 2020	
3.1.2 On-street parking – evaluate changes to existing on-street parking (e.g. move to opposite side of street) and opportunities to gain more parking places	August 2020	
3.2 Theatre: Consider and respond timely should a citizen-led group propose a draft strategic plan for a downtown theatre; said plan should include but not be limited to conceptual plans, capital costs and revenue sources, operating models, critical success factors for theatre operations, potential partners, etc. and determine the City’s commitment	Respond as appropriate	City Manager’s Office
3.3 DBC (Downtown Buildings Committee) Recommendations: Assess performance of recommendations implemented to date, evaluate and recommend to Council disposition of remaining recommendations; implement per specific direction from Council	2020	Community Development
3.3.1 Develop assessment report	July 2020	
3.3.2 Present to City Council for direction	August 2020	
3.3.3 Develop work plan tasks/timeline to meet direction given	August 2020	

<b>4.0 ASSET MANAGEMENT: Set priorities and allocate financial resources to maintain and/or improve City facilities and infrastructure</b>		
<b>4.1 Financial Capacity: Review financial capacity for new construction, renovation and maintenance of city facilities and infrastructure, including consideration of various funding options</b>	04/2020	Finance
4.1.1 Council decision and/or direction regarding Unassigned Fund Balance and Mid-Year Financial status	04/14/20	
4.1.2 Update 10-year model to reflect revenues, expenses, assigned fund balances, budget, capital projects, etc. to establish baseline	April 2020	
4.1.3 Work with Financial Commission to review baseline, agree on assumptions, develop different scenarios, identify key decisions/trade-offs Council needs to consider, and provide specific recommendations – Prepare for Council session	April/May 2020	
4.1.4 Hold extended Joint Study Session with Council and Financial Commission; work through issues/direction/decisions needed	May 2020	
4.1.5 Identify opportunities to tie Council decisions to Financial Impacts -- Propose modifications to staff reports so as to provide financial analysis, highlighting financial consequences of potential actions	TBD	
<b>4.2 Community Center: Complete the construction of the new Los Altos Community Center by end of calendar year 2020</b>	12/2020	Engineering Services, Recreation, MSC
4.2.1 Continue to provide monthly progress reports to the community	Ongoing	
4.2.2 Track and provide monthly reporting to Council, including contractor completion schedule with key milestones, progress to date against schedule, critical path reporting, change management, budget & expenditure status, etc.	Monthly	
4.2.3 Prepare for return to Los Altos Community Center in December 2020	12/2020	
4.2.3.1 Order furnishings	Spring 2020	

## 2020-202X CITY COUNCIL STRATEGIC GOALS AND OBJECTIVES

4.2.3.2. Furnish new community center	Fall 2020	
4.2.3.3. Coordinate moving Recreation & Community Services into new facility in January 2021	Fall 2020	
4.2.3.4. Prepare a staffing and operational plan, including a projected budget	Fall 2020	
4.2.4 Prepare for Grand Opening	12/2020	
4.2.4.1. City Manager & Mayor develop format and select a date	9/2020	
4.2.4.2. Staff-team plan event and implement logistics	Fall 2020	
4.3 Council Chambers: Complete chamber improvements by end of calendar year 2020	12/2020	City Manager's Office
4.3.1 Award construction contract	5/2020	
4.3.2 Provide timely project progress reports to City Council	Monthly	
4.3.3 Complete construction of Council Chambers improvements	12/2020	
4.4 Emergency Operations Center (EOC): Develop a plan for constructing a new EOC	2020/2021	Engineering Services; Police
4.4.1 Architect JKA to complete 75% design submittal for planning review	4/1/2020	
4.4.2 Design submittal to Planning Commission	5/21/2020	
4.4.3 Design submittal to City Council	6/23/2020	
4.4.4 Design submittal review completed by Building Division	7/31/2020	
4.4.5 JKA complete 90% design and review by City staff	9/17/2020	
4.4.6 JKA complete 100% design & bid package of EOC	10/15/2020	
4.4.7 Bid-out construction of EOC	Fall 2020	
4.4.8 Construct complete	2021	
4.5 Police & Fire Stations: Develop a Needs Assessment & Options Analysis Plan for improving the police and fire stations, including but not limited to options for constructing new facilities versus renovation and increased maintenance measures on existing facilities		



## 2020-202X CITY COUNCIL STRATEGIC GOALS AND OBJECTIVES

4.5.1	Request proposals and hire consultant to develop police and fire stations Needs Assessment & Options Analysis Plan, including Class 5 cost estimates and financing options	7/15/2020	
4.5.2	Complete Police & Fire Stations Needs Assessment & Options Analysis Plan by consultant	12/31/2020	
4.5.3	Conduct polling to assess community support for a public safety funding measure on a ballot in 2021	Winter 2021	
4.6 Main Library: Respond to recommendation from NCLA			
4.7	Roadways: Achieve an overall PCI (Pavement Condition Index) of 75 by 2026	2026	Engineering Services
4.7.1	Set target PCI, timeframe to achieve and funding sources/allocation – Present PCI goal options to City Council	4/14/20	
4.7.2	Align five-year CIP to achieve targets set	Date tied to appropriate budget milestone	

<b>5.0 PUBLIC SAFETY: Continually improve service and safety experiences and perceptions for residents and visitors</b>		
5.1 Continue to proactively create and expand programs (e.g. Block Action Teams and CERT) to enhance the City’s and community’s ability to respond to emergencies, with a goal of achieving 100% coverage by 2026	2024	Police/Emergency Preparedness
5.1.1 Double current Block Action Teams (BATs) coverage by end of calendar year 2021	2021	
5.1.2 Expand emergency response programs to commercial districts	2020	
5.2 Implement additional tools and methods to address crime prevention with the goal of achieving 100% coverage	2024	Police
5.3 Establish practices that support consistent and proactive code enforcement and proactive revision of City ordinances	2020	Code Enforcement

<b>6.0 ROADWAY SAFETY: Continually improve traffic/pedestrian/bicycle safety throughout the City with a specific focus on increasing safety on suggested routes to school</b>		
<b>6.1 Develop Complete Streets Master Plan (CSMP)</b>	March 2021	Engineering Services
6.1.1 Return to City Council with updated CSMP Proposal/Scope of Work	04/28/2020	
6.1.2 Hire Safe Routes to School Coordinator	June 2020	
6.1.3 Partner with school districts on developing Suggested Routes to Schools	Sept 2020	
6.1.4 Develop update Suggested Routes to School Maps, Bicycle & Pedestrian Plan, and Transportation Corridor Hot Spots Conceptual Plans	Fall 2020	
6.1.5 Community Engagement on the CSMP elements	Ongoing in 2020	
6.1.6 Adopt Complete Streets Master Plan and a Tier 1-3 five-year CIP priorities list	March 2021	
6.1.7 Align five-year CIP to achieve priorities set	Align with appropriate Budget Milestone	
<b>6.2 Identify and take action on “hot spot” transportation projects</b>	2020-2025	Engineering Services
6.2.1 Develop work plans for top priority projects identified in the Complete Streets Master Plan and priority projects that arise independent of the CSMP; prioritize and budget priority projects for upcoming fiscal year	Each Winter	
<b>6.3 Leverage road maintenance and rehabilitation projects to include safety amenities (e.g. narrowing of travel lanes, enhanced bicycle and/or pedestrian facilities)</b>	Each Winter	Engineering Services

<b>7.0 ENVIRONMENT: Adopt policies and practices that advance the City’s sustainability and GHG emission reductions and position Los Altos as a leader</b>		
7.1 Update the City’s Climate Action Plan (CAP) to reflect progress to date and identify and prioritize focus areas for the next three years.	2020-2012	Community Development
7.1.1 Identify data sources and agencies or organizations that provide data	June 2020	
7.1.2 Identify potential funding sources to help develop Climate Action Plan update	June 2020	
7.1.3 Release RFP to identify consultant to update CAP	June 2020	
7.1.4 Interview and select consultant	July 2020	
7.1.5 Finalize Agreement – City Council authorization	August 2020	
7.1.6 Develop detailed workplan after securing consultant	TBD	
7.2 Prepare and adopt reach codes to reduce reliance on fossil fuels in new construction.	2020	Community Development
7.2.1 Environmental Commission hosted Community Workshop Webinar	April 2020	
7.2.2 Environmental Commission draft Reach Codes and develop recommendation to City Council	April 2020	
7.2.3 Present Reach Codes to City Council for first reading	June 2020	
7.2.4 Adoption of Reach Codes by City Council	July 2020	
7.3 Prepare for adoption and, if approved, implement necessary codes and programs to promote reusable foodware and eliminate, as feasible, single-use foodware (plastic straws, cutlery, cups, etc.)	TBD	Engineering Services
7.3.1 Host public meeting(s) and/or social media surveys to introduce the goal of promoting reusable foodware and gather feedback in advance to help shape code amendments– provide rationale for pursuing, how if might impact residents/business, etc.	TBD	
7.3.2 Develop draft codes	TBD	

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7.3.3	Hold public meetings on draft codes – include appropriate boards and commissions	TBD	
7.3.4	Present code to City Council for 1 <sup>st</sup> Reading of the Code Amendment	TBD	
7.3.5	Present code to City Council for Adoption of the Code Amendment	TBD	
7.3.6	Implement outreach and education; begin planning for enforcement	TBD	
7.3.7	Begin enforcement when codes go into effect	TBD	
7.4	Prepare for adoption and, if approved, implement necessary codes and programs to increase recycling and composting of waste in commercial districts	2021	Engineering Services
7.4.1	Host public meeting(s) and/or social media surveys to introduce the changes that are planned to be made to reduce disposal of organic waste and gather feedback to help shape code amendments– provide rationale for pursuing, how it might impact residents/commercial districts property owners & businesses, etc.		
7.4.2	Develop draft code amendment for Senate Bill 1383 (Organic Waste Methane Emissions Reduction)	Spring 2020	
7.4.3	Hold public meetings on draft code – include appropriate boards/commissions	Summer 2020	
7.4.4	Present code to City Council – 1 <sup>st</sup> Reading of the Code Amendment	September 2020	
7.4.5	Present code to City Council – Adoption of Code Amendment	October 2020	
7.4.6	Mandatory commercial organics recycling roll-out to non-exempt commercial businesses	07/01/21	
7.4.7	Implement Code Amendment: increase commercial outreach and education; begin planning for enforcement	07/01/21 and ongoing	
7.4.8	Enforcement of mandatory commercial organics recycling requirements	01/01/24	
7.5	Prepare for adoption and, if approved, implement policies promoted as part of the Santa Clara County Healthy Cities program	2021	Community Development; Recreation

## 2020-202X CITY COUNCIL STRATEGIC GOALS AND OBJECTIVES

7.5.1	Adopt and implement policies reduce youth access to tobacco and tobacco-related products	04/2020	City Manager's Office
7.5.1.1.	Present code to City Council – 1 <sup>st</sup> Reading of the Code Amendment	2/11/20	
7.5.1.2.	Present code to City Council – Adoption of Code Amendment	2/25/20	
7.5.1.3.	Establish Tobacco Retailer License Fee	6/23/20	
7.5.1.4.	Complete implementation of new ordinance	6/30/20	
7.5.1.5.	Begin enforcement to ensure compliance	7/1/20	
7.6	Determine how City Council could use a sustainability lens when evaluating various projects	Ongoing	City Council ad hoc
7.6.1	Council appoints subcommittee to evaluate	2/25/20	
7.6.2	Work plan to be developed by Ad hoc committee	TBD	

<b>8.0 COMMUNITY ENGAGEMENT: Continually improve ease of access to information through the City website and create robust community engagement opportunities (both online and in person)</b>		
<b>8.1 Implement improvements to the City’s website that expands content, improves ease of access, timeliness of information</b>		City Manager’s Office
8.1.1 Ensure all minutes for City Council and Commissions meetings and all adopted Ordinances and Resolutions are posted to the website	05/01/20	
8.1.2 Ensure all City Council Agendas are properly sync’d between Granicus and the City website and organized appropriately	06/01/20	
8.1.3 Ensure all Development and CIP Project pages are up to date on the website	08/2020	
8.1.4 Improve the accessibility of the website –ease of locating information and general usability improvements	08/2020	
8.1.5 Explore ways to improve the searchability of the website	12/2020	
<b>8.2 Continue to improve community outreach and engagement</b>	12/2020	City Manager’s Office
8.2.1 Host 3-5 Neighborhood Engagement Meetings in the remaining City zones with a focus on emergency preparedness, City projects and Block Action Teams	10/2020	
8.2.2 Host City Council Open Office Hours	Ongoing	
8.2.3 Explore different methods to engage difficult-to-reach populations	06/2020	
8.2.4 Participate in City events, such as the Farmers Market, Summer Concerts, Downtown Green, etc., to engage with residents in an informal setting	Ongoing	