



**NOTICE OF AND AGENDA FOR
SPECIAL MEETING OF THE CITY COUNCIL
TOWN OF COLMA**

**Emergency Operations Center
Colma Police Department
1199 El Camino Real
Colma, CA 94014**

**Wednesday, October 26, 2016
4:30 p.m.**

NOTICE IS HEREBY GIVEN that the City Council of the Town of Colma will hold a Special Meeting at the above time and place for transacting the following business:

1. **CONSENT:** Sole Source Elevator for Town Hall Renovation Addition Project
Consider: Motion to Adopt a Resolution Designating Certain Products, Brands or Services Pursuant To Public Contract Code Section 3400.
2. **NEW BUSINESS:** 2014-2016 Strategic Plan Update
Consider: Motion to Accept Update to 2014-16 Town of Colma Strategic Plan.
3. **STUDY SESSION:** 2017-2019 Strategic Plan Workshop
This is a study session; no action will be taken at this meeting.

Posted: October 21, 2016


Caitlin Corley, City Clerk





STAFF REPORT

TO: Mayor and Members of the City Council
 FROM: Brad Donohue, Public Works Director
 VIA: Sean Rabé, City Manager
 MEETING DATE: October 26, 2016
 SUBJECT: Sole Source Elevator for Town Hall Renovation Addition Project

RECOMMENDATION

Staff recommends that the City Council adopt the following resolution:

RESOLUTION DESIGNATING CERTAIN PRODUCTS, BRANDS OR SERVICES
 PURSUANT TO PUBLIC CONTRACT CODE SECTION 3400

EXECUTIVE SUMMARY

The attached resolution allows the Town to sole source the procurement of the elevator for the Town Hall Renovation Project. This action is required in order to prevent redesign of the project at this time.

FISCAL IMPACT

The commitment to sole source the elevator system to Otis will not increase the approved budget for the Town Hall Renovation Project.

BACKGROUND

Because the Town Hall Renovation Project is being built in different phases, commitments to various components of the building are to be determined at the foundation level. The result of this is that a commitment to a structural design follows through the rest of the building construction. In the case of the elevator, the building foundation and structural steel framing was developed using a 3500lb Otis HydroFit™ Elevator System (Otis) as the basis of design. Since this specific elevator was the basis of design, it is very impractical to move forward with elevator design changes at this stage of the project. Because of this staff is recommending that City Council sole source the design and elevator system to Otis Elevator Company.

ANALYSIS

Sole sourcing the elevator system at this time allows the elevator contractor to begin designing the structural components that need to be implemented into the structural steel phase of the project. Any changes to the elevator design create design, cost and timeliness complications for the structural steel portion of the project.

REASONS FOR THE RECOMMENDED ACTION/FINDINGS

An early commitment to a particular elevator system had to be made to determine how to complete the foundation and structural steel components of the facility. The design team researched the various elevator companies and the 3500lb Otis HydroFit™ Elevator System met the requirements for accessibility, emergency response, load capacity and rigid state requirements. Staff did research other vendors to determine whether there were other elevator systems that would fit within the constraints of the elevator system design, but did not identify any suitable substitute.

Council Adopted Values

Sole sourcing the elevator is the *responsible* action because Council will have considered the difficult implications of redesigning the project if sole sourcing is not used.

Alternatives

The City Council could choose deny the request to approve the resolution to sole source the elevator system. This action is not recommended, however, because the project would be required to go back to design, thus increasing the cost of construction and delaying the completion of the project.

CONCLUSION

Approve the attached resolution designating certain products, brands or services pursuant to Public Contract Code Section 3400, subject to the findings listed in the resolution.

ATTACHMENTS

- A. Resolution

RESOLUTION NO. 2016-__
OF THE CITY COUNCIL OF THE TOWN OF COLMA

RESOLUTION DESIGNATING CERTAIN PRODUCTS, BRANDS OR SERVICES
PURSUANT TO PUBLIC CONTRACT CODE SECTION 3400

The City Council of the Town of Colma does hereby resolve:

1. Background.

- (a) Pursuant to Public Contract Code section 3400(c), the Town of Colma ("Town") may make findings designating certain products, things or services by specific brand or trade name for the statutorily enumerated purposes.
- (b) The Town Hall Renovation Project ("Project") utilized a 3500lb Otis HydroFit™ Elevator System as a basis of design for the elevator system.
- (c) Because the Project is in the process of being completed utilizing a phased construction process, the concrete and steel infrastructure that has already been constructed or is in the process of being constructed is per the foregoing basis of design.
- (d) The Town has undertaken considerable research of various options for the procurement and installation of an elevator system that will fit within the already constructed elevator infrastructure to determine whether there is any suitable substitute to the 3500lb Otis HydroFit™ Elevator System.
- (e) The Town has found no equal substitute to the 3500lb Otis HydroFit™ Elevator System.
- (f) California case law excuses compliance with competitive bidding requirements in exceptional circumstances such as where requests for competitive bids would be futile, unavailing or would not produce an advantage, including when there is only one party who can complete the work (*Los Angeles Dredging Co. v. Long Beach* (1930) 210 Cal. 348; *Graydon v. Pasadena Redevelopment Agency* (1980) 104 Cal.App.3d 631).
- (g) The designation of the 3500lb Otis HydroFit™ Elevator System as a sole source item for the Infill & Sitework Phase of the Project will allow the Town to ensure that the contractor utilizes an elevator system that is compatible with the existing infrastructure already constructed or that is in the process of being constructed for the elevator system during previous phases of the Project in accordance with Public Contract Code section 3400(c)(2) and (3).

2. Findings.

Based on the Town's above described review and Public Contract Code section 3400(c)(2) and (3), the City Council finds that the Town must require and specify the use of the 3500lb Otis HydroFit™ Elevator System on the Infill & Sitework Phase of the Project. The 3500lb Otis HydroFit™ Elevator System is specified because it matches the existing Project infrastructure and will not require modification to that infrastructure in order to accommodate a different elevator system.

3. Order.

The City Council hereby designates the 3500lb Otis HydroFit™ Elevator System as a sole source item to be specified as part of the Infill & Sitework Phase of the Project.

Certification of Adoption

I certify that the foregoing Resolution No. 2016-__ was duly adopted at a regular meeting of said City Council held on October 26, 2016 by the following vote:

| Name | Counted toward Quorum | | | Not Counted toward Quorum | |
|---------------------|-----------------------|----|---------|---------------------------|--------|
| | Aye | No | Abstain | Present, Recused | Absent |
| Diana Colvin, Mayor | | | | | |
| Helen Fiscaro | | | | | |
| Raquel Gonzalez | | | | | |
| Joseph Silva | | | | | |
| Joanne del Rosario | | | | | |
| Voting Tally | | | | | |

Dated _____

Diana Colvin, Mayor

Attest: _____
Caitlin Corley, City Clerk



STAFF REPORT

TO: Mayor and Members of the City Council
 FROM: Sean Rabé, City Manager
 MEETING DATE: October 26, 2016
 SUBJECT: Status Update to 2014-16 Strategic Plan

RECOMMENDATION

Staff recommends that the City Council adopt the following motion:

MOTION TO ACCEPT UPDATE TO 2014-16 TOWN OF COLMA STRATEGIC PLAN

EXECUTIVE SUMMARY

The attached document provides a status update on each program of the approved 2014-16 Strategic Plan.

FISCAL IMPACT

There is no direct fiscal impact associated with this action. Each individual program in the Strategic Plan has a fiscal impact, however. Some of these programs are already in progress and, as such, are already budgeted or have been completed.

BACKGROUND

The attached Strategic Plan Status Update provides updates to each of the initiatives in the 2014-16 Strategic Plan, as approved by the City Council in July 2014. October 2016 status updates are shown in **bold text**. The original plan reflected the prioritization of proposed programs as determined by the City Council at the April 28, 2014 Strategic Planning Study Session.

ANALYSIS

Staff has made significant progress in meeting the goals of the 2014-16 Town of Colma Strategic Plan. Most of the programs in the plan are either underway or have been completed. Council will next discuss a new Strategic Plan for 2017-19.

Council Adopted Values

Accepting the status update to the Strategic Plan is a *responsible* action because it provides certainty of the framework of priorities for Staff to follow. The goals and programs of the

Strategic Plan consider the Town's long-term financial stability and promote innovation and vision for the Town's operations as well.

Sustainability Impact

Several components of the Strategic Plan directly further the Town's Climate Action Plan and sustainability efforts.

Alternatives

The Council could not accept the status update and could, instead, direct staff to bring back a more comprehensive review of the Plan. Staff does not recommend this action, however, as the next Council discussion centers around updating the Strategic Plan for 2017-19.

CONCLUSION

Staff recommends the Council adopt a motion accepting the status update.

ATTACHMENTS

- A. Status Update to 2014-16 Strategic Plan

2014-16 STRATEGIC PLAN

Value Statement

Treat all persons, claims and transaction in a fair and equitable manner.
 Make responsible decisions by taking the long-range consequences into consideration.
 Base decisions on, and relate to each other with honesty, integrity and respect.
 Be innovative in improving the quality of life in our business and residential communities.

Goals and Priority Programs

| Area: | Significant Mandates | Town Operations | Economic Development | Financial Planning | Quality of Life |
|------------------|---------------------------------------|---|--|--|---|
| Goals: | <i>Ensure compliance with the law</i> | <i>Ensure friendly, efficient and timely delivery of services</i> | <i>Implement three programs from the Economic Development Plan</i> | <i>Ensure long-term financial health</i> | <i>Make our Town safe, clean and attractive</i> |
| Programs: | Update General Plan | Renovate Town Hall | Prepare Auto Row streetscape improvement plan | Review and adjust reserve policies | Offer more community-based programs |
| | Implement ADA Transition Plan | Increase the Use of Technology to Enhance Customer Services | Commit resources to developing a hotel business | Commit 50% of Unassigned Reserves to funding CIP | Continue police department outreach to residents and youths |
| | Implement Climate Action Plan | Obtain proposals for Waste Hauler Franchise | Commit resources to plan for expansion or relocation of businesses | Prepare plan to fund OPEB obligations | |

DETAILED PROGRAM DESCRIPTIONS
*Priority Programs are shown with an Asterisk **

Significant Mandates

*Update General Plan**

Description: The following actions are planned for the upcoming fiscal year:

- Housing Element Update and Adoption
- Interim Circulation Element Update and Adoption (Complete Streets)
- Urban Design Study Session and Land Use Element discussions
- Community Survey
- Noise Element existing conditions review
- Historic Resources Element draft review
- Safety Element draft review

STATUS NOVEMBER 2015:

The Planning Department has completed the following projects related to the update of the General Plan:

- Housing Element Update and Adoption
- Interim Circulation Element Update and Adoption (Complete Streets)
- Urban Design Study Session and Land Use Element discussions
- Community Survey
- Noise Element existing conditions review

The Planning Department is continuing to work on the following:

- Historic Resources Element draft review. The draft of this document was completed in October 2015 and is currently posted on the Town website. A study session on the document is proposed in December of 2015.
- Safety Element draft review. Staff has completed a draft of the Safety Element and held one study session on the document in January of 2015. Staff is currently working on the Local Hazard Mitigation Plan (LHMP) update, and since the Safety Element must be consistent, staff will resume work on this document once the Countywide LHMP and Colma Annex to the plan is completed in 2016.

Planning Staff will continue to work on sections of the General Plan as time permits. This includes work on the Land Use Element in 2016.

STATUS OCTOBER 2016:

- **The Historic Resources Element was completed and reviewed by the City Council at a study session. It will be folded into the rest of the General Plan.**

- **The LHMP has now been adopted, so staff can continue work on the Safety Element Update.**
- **Staff has completed some work on the Land Use Element.**

*Implement ADA Transition Plan**

Description:

- In 2014-15, repair/replace non-compliant curb ramps in the Sterling Park neighborhood and repair/replace non-compliant door thresholds at Sterling Park Recreation Center
- 2015-16 was the year the Town was scheduled to replace the upstairs bathrooms at Town Hall and widen the doorway to the office areas. Instead, this work will be completed with the Town Hall renovation
- ADA Customer Service training

STATUS NOVEMBER 2015:

Door thresholds at the Sterling Park Recreation Center were installed and are now ADA compliant.

Curb ramps in the Sterling Park neighborhood were re-inspected for accessibility by a Certified Access Specialist (CASp) in January 2015. Fifteen of the twenty curb ramps were found to be compliant under the 2010 ADA standards, which provide a “Safe Harbor” provision. The “Safe Harbor” provision states that if the accessibility requirements were in compliance at the time of construction then it is not required to update those items to meet current requirements.

It was determined that the five non-compliant curb ramps would be updated and brought into compliance during a yet to be identified future Capital Improvement Project for the Sterling Park neighborhood. The five non-compliant curb ramps were out of compliance by less than 2% slope, and due to the natural slope of the area, it would be very difficult to meet the ADA requirements necessary to bring the ramps into compliance, without regarding a large portion of the street and sidewalk.

Since neighborhood areas are considered low priority under the ADA, and commercial areas or areas leading to public transportation are considered high priority areas under the ADA; staff is evaluating how to repurpose those CIP dollars for an ADA barrier removal project along Mission Road or Collins Ave.

STATUS OCTOBER 2016:

Due to the possibility of redevelopment along Mission Road, staff has yet to plan barrier removal projects along Mission Road and will explore potential opportunities along Collins Avenue. In FY 2016-17 \$75,000 has been appropriated for ADA improvements.

ADA Customer Service training was completed in March 2016. Staff will continue to provide this training every two years per the ADA Transition Plan.

In Fiscal Year 2016-17 the ADA Transition Plan called for the removal of the remaining physical barriers at Town Hall (i.e. non-compliant front counters and providing access to the City Council dais). These items will be addressed in the Town Hall CIP project.

In FY2016-17 staff will present a summary of what was accomplished over the seven year ADA Transition Plan, identify what still needs to be completed and develop a barrier removal plan for FY 2017-18 and FY 2018-19.

*Implement Town's Climate Action Plan**

Description: AB32 establishes statewide greenhouse gas (GHG) reduction targets. The Town's Climate Action Plan (CAP) contains programs and policies that will facilitate Colma's achieving the AB32 targets and improve the quality of life for those who live, work and visit Colma. Staff will:

- Periodically promote to residents free or low cost programs that increase energy efficiency, conserve water or promote alternative transportation
- Periodically promote to businesses free or low cost programs that increase energy efficiency, conserve water, divert solid wastes, or support alternative transportation for employees

STATUS NOVEMBER 2015:

Planning Staff is actively working with other town departments, with residents and the business community to promote sustainability. 2015 accomplishments include:

- PD purchased energy efficient car to replace a less efficient Crown Victoria
- Town began offering employees Pre-tax Commuter benefits
- Participated in US Mayors Water Conservation Challenge
- Town installed water efficient demonstration garden
- Purchased hybrid Town pool car
- Stopped watering medians
- Received BAAQMD grant to supplement purchase of electric motorcycle
- Completed energy efficient lighting upgrades in all facilities using PG&E OBF
- Received Beacon Spotlight Awards for Community Greenhouse Gas Emissions, Agency Energy Savings, Natural Gas Savings, and Sustainability Best Practices
- Released RFP for waste hauling services that include enhanced recycling opportunities including organic collection

- Launched a \$500 maximum rebate program for residential water efficient upgrades
- Heavily promoted the Energy Watch energy assessment and retrofit program to small businesses
- Met with Cemetery Managers to provide education on the new state water efficiency landscape ordinance and to discuss future opportunities for water and energy conservation
- Facilitated meeting between PG&E for energy audit and energy upgrades at Lucky Chances
- Worked with the County on the Community Choice Energy program
- Presented to City Council PACE Financing resolution (December 2015)

STATUS OCTOBER 2016:

- **Participated in US Mayors Water Conservation Challenge**
- **Establishing the business foundation for getting Peninsula Clean Energy as a viable alternative to Pacific Gas and Electric (PG&E)**
- **Completed City/County payment documents for Colma to receive funding for external recycling containers**
- **Heavily promoted the Energy Watch energy assessment and retrofit program to small businesses collaborated with PG&E and Ecology Action staff to expand energy efficiency assessments and upgrades**
- **Met with Cemetery Managers to provide education on the new state water efficiency landscape ordinance and to discuss future opportunities for water and energy conservation ideas and solutions. Participated in a workshop with various cemeteries educating cemetery managers and staff on creating efficient irrigation systems**
- **Coordinated with RICAPS staff regarding Colma GHG Inventories for municipal and community and supporting data regarding solid waste, landfills data**
- **Monthly meetings with Town staff to discuss sustainability programs for Town programs**
- **Meet with CalRecycle staff regarding compliance with AB 939, AB 1826 and AB 341 requirements. Completed AB 939 and AB 341 reporting requirements to document compliance with state mandates. Meet with Town Waste Hauler, businesses and CalRecycle staff to discuss compliance and issues regarding recycling, organics and waste hauling.**
- **Installation of electric vehicle charging at Kohl's**
- **Installation of one commercial solar system (Target) and three residential systems**

- **Received 5 Beacon Spotlight Awards:**
 - **Gold Level Award for 18 percent Community Greenhouse Gas Reductions**
 - **Platinum Level Award for 22 percent Agency Greenhouse Gas Reductions**
 - **Platinum Level Award for 29 percent Energy Savings**
 - **Platinum Level Award for 22 percent Natural Gas Savings**
 - **Platinum Level Award in Sustainability Best Practices**
- **Continued water rebate program, with three rebates given (three toilets, two dishwashers)**
- **Added Open PACE to list of PACE providers in Colma**
- **Awarded franchise to Republic Services for solid waste, enhanced recycling and organics collection**
- **Continued work with CalWater on recycled water system in Colma**
- **Town-wide Clean-Up and Garage Sale**
- **Annual Colma Creek Clean-Up**
- **Hosted residential and business outreach events to introduce expanded recycling and organics collection**
- **Used compostable paper products at annual town picnic; distributed reusable water bottles**
- **Hosted break station for Bike to Work day**
- **Continued Section 132 pre-tax transportation cost program**
- **Continued irrigation reductions on Town medians**

Town Operations

*Renovate Town Hall**

Description: Phase I: by Fall 2014, architect will complete Feasibility Report and Needs Assessment by Fall 2014; City Council will consider feasibility and decide next steps; and Council may approve conceptual plans.

Phase II: if Council approves feasibility report and conceptual plans, Phase II consists of preparing plans and specifications, and constructing the project, which is estimated to take approximately 18 months.

STATUS NOVEMBER 2015:

With the completion and City Council approval of the Phase I Town Hall Feasibility and Conceptual Design study, the architect has moved into the design development of the construction drawings. The architect has completed approximately 80% of the project plans and specifications. Because some preliminary estimates are coming in above allowable budget parameters, staff has been working with the architectural design team to reduce projected construction costs by way of value engineering portions of the structural components to be more cost effective.

Staff will be splitting the project up into separate construction contracts. The primary goal of splitting the project into discrete contracts is to provide for a more manageable process for the construction. Separate contracts also should help meet the completion deadline of the end of 2016 by initiating the initial demolition stage of the project sometime in November of 2015. Breaking the project into several contracts also allows the design team and staff to better understand the bidding climate without committing to the whole project.

Demolition of the 1986 addition is expected to start around mid-November. The second contract will be focused on site work, grading and foundation. If proposals come in and are within our budget allowances, this work is anticipated to start mid to late December. The duration of this contract is scheduled to last for approximately two to three months. The major part of the building construction is scheduled to take place in March or April given that future proposals are favorable and that weather does not suspend the project for large amount of time.

STATUS OCTOBER 2016

The November 2015 status update assumed all aspects of this project would fall into place and that the project would be completed by November of 2016. The project has had several setbacks such as existing soil conditioning and stabilizing the soil with cement to a depth of 12 feet. As a result, staff re-evaluated the phasing of the project (after bids came in for the infill package). This was done because of unacceptable costs, (costs that reflected a robust bidding climate and contractors simply over estimating projects because they have so much work taking place) and because contractors that had interest in submitting on the project had already stretched out their bonding capacity on other projects. We were told on a couple of occasions that if this project was a little bit less we would probably get more interest from the smaller but qualified contractors to bid on the project.

After receiving unacceptable costs proposals, the project was then broken down into three more phases to help assist with making the contract values more attractive to contractors and price more competitive. These phases are detailed below.

Phase I - Hazmat Contract- This portion of work was to identify any material or substances considered hazardous such as asbestos, lead paint and leading components in the electrical lighting fixtures. Work started and was completed in November of 2015.

Phase II – The main portion of this contract was to remove and dispose of the 1986 Addition to the original 1941 Town Hall facility. Other work that was part of this contract was to remove the downstairs walls, ceiling coverings, mechanical and

electrical systems and other existing miscellaneous building components that were required to be removed at a later stage of the project. Demolition started in December and was completed in January of 2016.

Phase III – This phase included over-excavating and re-compacting the building site to a depth of 12 feet, construction of the building foundation and retaining walls and rough grading around the building site. Installation of storm and sanitary sewer lines and other minor utilities was also done during this phase, which started in February and will continue into December of 2016.

Phase IV - Steel Structure- This work consists of fabricating and erecting the steel structure that will frame the building. The work also includes the installation of the metal pan decks for the concrete floor surfaces and roof cover. Once this contract is complete it will be the responsibility of the next contractor to complete the interior and exterior of the building. A notice to proceed was given to the steel fabricator, Concord Iron Works Inc., in August. Work is anticipated to be completed in January of 2017.

Phase V – This phase consists of infill and site work and is currently out to bid. Staff anticipates the bid award to occur at the November City Council meeting. This contract will involve completing all the exterior and interior work in both the 1941 building and all new construction per plan. The start of work for the infill and site work package is scheduled for February of 2017 and is scheduled for 200 working days, which will bring us into October of 2017.

Phase VI – Furniture, Fixtures and Equipment, (FF&E's) this portion of the work consists of the purchase and installation of the office/lobby/Chamber furniture and other minor equipment/appliance purchases. The Request for Proposals (RFP) has not been sent out. It is anticipated to send out the RFP in later November and award to a vendor in late December or early January of 2017.

*Increase the Use of Technology to Enhance Customer Services**

Descriptions: The goal is to take advantage of opportunities to improve services through the use of technology. Representative action items include the following:

- Improve the Town website to allow (1) forms to be completed and submitted on-line (2) better analytics (3) Greater searching ability.
- Monitor the impacts of accepting credit cards in the Recreation Services Department and implement credit card payment option on-line, in Public Works and potentially the Police Department.
- Examine ways to enhance communication and engagement with the community and business with a greater presence through social media such as Twitter and Facebook.
- Install software to allow residents to register online for recreation programs.

STATUS NOVEMBER 2015:

The Town launched an online transparency portal, known as OpenGov.org, in mid-2014. The interactive reporting tool allows citizens to explore City budget data online in various graphical formats selected by the user. This online application was pioneered by OpenGov, a local software engineering company specializing in data accessibility products that help strengthen the connection between local government and community members. The Town is providing actual historical budget data from fiscal year 2005/2006 for public review via the OpenGov software. Each year during the budget cycle, a new year of data will be added and the oldest year removed, giving the public a rolling multi-year snapshot of revenue and expenditure trends. The tool also includes an online “checkbook” that provides searchable details on all checks paid going back to 2005/2006.

Staff continues to look for ways to improve the Town’s website. The Town is somewhat limited in how much it can modify the website because of limitations built into the website program itself.

The Recreation Services Department began accepting credit cards as forms of payment in summer/fall 2014. Residents were very happy with the new payment option; however very few are taking advantage of paying for programs and rentals with their credit card. Staff estimates that 10-15% of all transactions are used to pay with a credit card.

The Recreation Services Department started using Facebook and Instagram in January/February 2015 as a way to further connect with the community and further advertise programs to the residents. So far the Recreation Services Department has fifty followers on Facebook and thirty followers on Instagram, and the Department posts events and/or advertisements about two times per week. The Department often receives “likes” when we post photos from events and programs.

Colma Police Department has created social media sites to educate, share information with the public and to be more transparent. These sites include Facebook, Twitter, Nixle, Next Door Colma and a Blog.

The City Manager has also set up a general Town of Colma Twitter account and tweets regularly.

The Recreation Services Department installed Active Net Recreation Software in December of 2014 as the Department’s new Recreation Software database replacing CLASS. The software manages Colma ID’s, program registration, facility reservation, all financial functions and reporting. The software also allows for residents/customers to register for programs online. To help support the cost for the online registration software, five percent service charges are added on to all online registrations. The Town of Colma does not collect this fee; it goes directly to the Active Network for the cost of providing the service. Approximately five percent of all transactions are conducted online; the remaining transactions are done in person at the Colma Community Center or Sterling Park Recreation Center.

STATUS OCTOBER 2016

Staff is working to re-design Town website to be more user friendly and easier to navigate. In FY2016-17 staff will work to complete new web-site and format.

*Obtain proposals for Waste Hauler Franchise**

Description: The waste hauling franchise agreements with Allied, SSF Scavenger Company and Recology will terminate March 31, 2016. The Town needs about one year to plan to replace these agreements. Meanwhile, Daly City has requested proposals for a franchise to replace Allied. The date of the new franchise will be negotiated by Daly City and the waste hauler, which could occur within the next three to six months. The Town needs to also plan for the contingency that Allied's franchise with Daly City will not be renewed, and that Allied may withdraw from serving the local area.

Description:

- Monitor the Daly City RFP process. If Allied does not receive the new contract, it's possible that Allied will pull out of this area, and Town will need to find a replacement provider.
- In early 2015, begin the process of preparing an RFP for services beginning April 1, 2016.

STATUS NOVEMBER 2015:

Staff released a Request for Proposals (RFP) for waste hauler franchise in spring of 2015. Two firms submitted proposals for the franchise. The award of the franchise is scheduled for the December 2015 Council meeting.

STATUS OCTOBER 2016

As stated in the 2015 Status report, Staff Released the Request for Proposal (RFP) for franchise waste hauling services Townwide. Once the RFP's were submitted the City Manager established a committee with representatives of both commercial and residential areas of the community. The intent of this committee was to assist the City Council on the concerns of the community as it related to a solid waste hauler.

City Council reviewed the rates from the two proposers in January 2016 and in February the City Council selected Republic Services as its hauler. City Council then instructed the City Manager to negotiate the terms of the franchise agreement with Republic and in April, City Council approved the franchise agreement requiring Republic to start services to all residential and businesses Townwide by September 1, 2016.

Staff and Republic's Operations Manager then proceeded to work on the transition Plan, collection operation plan, diversion plan and the public education/outreach plan. Staff worked diligently with Republic on the transition to new services.

Once the franchise agreement was executed, and Republic was awarded the franchise, staff and Republic held workshops with both the residential and business communities to provide information about waste reduction, recycling and safe

household hazardous waste (HHW) for residents in the new franchise agreement and requested feedback on new programs.

Re-negotiate sewer service agreement

Description: Daly City typically increases its sewer rates in July of each year, which doesn't give Colma sufficient time to comply with Prop 218 and, at the same time, provide for its sewer rates to be collected on the property tax rolls. The goal is to amend the Daly City agreement to require Daly City to give Town notice of rate increase by April 1 of each year.

STATUS NOVEMBER 2015:

The Town is served by two sanitary sewer agencies: North San Mateo County Sanitation District and South San Francisco. The purpose of entering into negotiations of the current agreements is to be able to comply with Proposition 218 laws and, if feasible and approved by City Council, to discuss the establishment of an enterprise fund to oversee annual sewer charges to the property owners in Colma. Under enterprise accounting, the revenues in expenditures of services are separated into separate funds with its own financial statements, rather than commingled with the revenues and expenses of all other government activities.

STATUS OCTOBER 2016

Staff has not been able to establish an enterprise fund for the two Colma sewer systems. Staff has only spoken to South San Francisco (SSF) informally about the possibility of renegotiating the agreement to treat Colma's sewer flow into SSF. SSF was non-committal but was not opposed to future negotiations taking place. Staff anticipates continued conversations with both SSF and North San Mateo County Sanitation District in 2017.

Implement the Town's Urban Forest Management program.

Description: The Urban Forest Management program is an ABAG PLAN Best Management Practice aimed at reducing the risks of injury and damages from falling trees. The program requires that the Town first identify and inventory all trees within Town limits and then to regularly inspect and maintain the Town's trees. In the upcoming fiscal year, the Town should retain a consultant to inventory and assess the overall health of all Town-owned trees.

STATUS NOVEMBER 2015:

Staff is working with ABAG PLAN Risk Management consultants to implement the Urban Forest Management Program. Staff estimates having the program implemented by the end of 2016.

STATUS OCTOBER 2016:

Additional time is needed to complete the Urban Forest management Plan. In FY 2016-17 Staff will have Mission Road and Junipero Serra Blvd. surveyed to determine property lines. Survey is critical in determining who is responsible for not only tree maintenance but general liability from falling trees along Mission Rd and Junipero Serra Blvd.

In FY 2017-18 Staff will continue working on Urban Forest Management Program with an estimated completion date of FY2018-19.

Adopt and develop an Irrigation System Plan

Description: Study and upgrade irrigation systems in all Town landscaped areas

STATUS NOVEMBER 2015:

Staff anticipates work on this project to begin in 2016.

STATUS OCTOBER 2016

The Town's maintenance contractor, Frank and Grossman, (F&G) surveyed and evaluated the Town's various irrigation systems. It was determined the existing systems are in good working condition. The one recommendation that came from F&G, was to standardize landscaping infrastructure whenever the Town modifies landscaped areas. Staff is now reviewing what should be the standard for future irrigation controllers and irrigation apparatus.

Economic Development

*Prepare Auto Row streetscape improvement plan**

Description: Conduct feasibility study in 2015-16. (Ultimately, the plan might include installing streetscape improvements, e.g., benches, landscaping, street lights)

STATUS NOVEMBER 2015:

Staff anticipates work on this project to begin in 2016.

STATUS OCTOBER 2016

The project to develop and prepare a street scope improvement plan took a different but enhanced direction in 2015. Rather than simply devising a streetscape plan for the businesses in the Serramonte area, staff felt it more prudent to establish a master plan for Auto Row so the Town's infrastructure investments are well thought out. To that end, City Council approved the expenditure to perform a detailed study of the Serramonte area in June 2015. The purpose of this study is to gain a greater understanding of the potential of Serramonte Boulevard regarding economic development, public safety, environmental issues, aesthetic upgrades, and an urban design to tie into the potential of the proposed Town Center. The study

will also review the potential of Collins Avenue and how it relates to Serramonte Boulevard.

*Commit resources to developing a hotel business**

Description: Identify potential sites and willing landowners for business travelers hotel; conduct feasibility study; adopt transit occupancy tax and submit to voters.

A transient occupancy tax must be approved by the voters at a general municipal election. The Town holds its general municipal elections in November of every even-numbered year. If there is a possibility that an application for a hotel will be filed before November 2016, then the Council should put a measure adopting a TOT ordinance on the November 2014 ballot.

STATUS NOVEMBER 2015:

This item will be considered when the General Plan Land Use Element is updated.

STATUS OCTOBER 2016:

This item will be considered when the General Plan Land Use Element is updated.

*Commit resources to planning for expansion or relocation of businesses**

Description:

- Partner with key businesses to identify potential sites for expansion or relocation.
- Adopt General Plan and update local regulations

STATUS NOVEMBER 2015:

General Plan updates in process (see above). Design Review guidelines were updated to provide flexibility to businesses in exterior design of buildings.

STATUS OCTOBER 2016:

Staff continues to meet with the Town's shopping center representatives and other large businesses to offer assistance however and whenever appropriate. There are several confidential economic development opportunities that staff is currently exploring.

Adopt Image and Branding Campaign

Description: Retain consultant to create an image and branding campaign to promote doing business in Colma. Communities such as Pleasanton and Orangevale have seen economic benefits from this investment.

STATUS NOVEMBER 2015:

Staff anticipates work on this project to begin in Fiscal Year 2016/2017.

STATUS OCTOBER 2016:

Staff anticipates work on this project to begin in FY 2017-18. Staff will be, however, entering into a contract this year with HdL to produce an economic profile for the Town that will be used to help attract businesses to Colma.

Commit resources to creating a Town Center

Description: Select location for Town Center; Adopt General Plan amendment and modify Town regulations to accommodate Town Center

STATUS NOVEMBER 2015:

Urban Design Study completed to show possible design for Kohl's property. Standards related to a Town Center will be included in the update to the Land Use Element of the General Plan.

STATUS OCTOBER 2016:

See November 2015 update above.

Financial Health

*Review and adjust reserve policies**

Description: Review, evaluate and adjust reserve policies

STATUS NOVEMBER 2015:

City Council approved a modification to the reserve policies in Spring 2015.

STATUS OCTOBER 2016:

This program is complete.

*Fund Capital Improvement Programs**

Description: Commit 50% of Unassigned Reserves to funding capital improvement projects.

STATUS NOVEMBER 2015:

City Council approved a modification to the reserve policies in Spring 2015, which includes funding the Capital Improvement Program.

STATUS OCTOBER 2016:

This program is complete.

*Fund OPEB obligations**

Description: Adopt a plan to fund Other Post-employment obligations, such as retiree health benefits, by putting a defined amount of money into a trust fund at certain, stated intervals, e.g., once a quarter. The benefits of funding a trust are twofold: first, the amount of money funded into the trust would be protected from having to fund other financial obligations of the Town; and second, it would save the Town money.

STATUS NOVEMBER 2015:

City Council approved the establishment of irrevocable OPEB and pension trusts in Summer 2015.

STATUS OCTOBER 2016:

This program is complete.

*Identify and Address Other Threats to Town's long-term fiscal health**

Description: Evaluate and plan for long-term funding of staff; evaluate the pros and cons of creating enterprise funds.

STATUS NOVEMBER 2015:

Staff continually analyzes threats to the Town's long term fiscal health and provides the City Council with proposed means to address those threats. Some of those means include issues required to be negotiated with the Town's various employee groups, which are ongoing.

STATUS OCTOBER 2016:

Negotiations with employee groups are ongoing, though nearly complete. If successful, the negotiations will provide a significant amount of future financial stability for the Town. Staff also anticipates bringing forward a financial plan to address a portion of the Town's unfunded liabilities.

Quality of Life

Offer more community-based programs.

Description: Examples include summer concert series, holiday craft fair, and bicycle rodeo. Another example would be "Sunday Streets" where the Town closes a street to automobile traffic and opens it up to pedestrian/bicycle traffic and has different vendors, music, and entertainers on hand selling goods, services, etc.

Prepare feasibility study of hosting a Holiday Party and alternating the Holiday Party with the annual Town picnic.

STATUS NOVEMBER 2015:

Staff has developed and implemented three new community based programs:

- Halloween House Decorating Contest
- HOWL-o-ween Costume Pet Parade
- Holiday Craft Night

Staff is also looking into scheduling a summer concert series at the Colma Community Center in 2016.

City Council approved funding for an Adult Holiday Event at the South San Francisco Conference Center in March 2015. The party is scheduled for Saturday, December 12, 2015.

City Council also approved funding for the annual Town Picnic which was held at the Sterling Park Recreation Center on September 12, 2015 where 250 residents participated.

STATUS OCTOBER 2016

Staff developed and implemented two new community based programs:

- **Holiday House Decorating Contest in December 2015**
- **Summer Concert Series at the Colma Community Center in August 2016**

City Council approved funding for an Adult Holiday Event at the South San Francisco Conference Center in February 2016. The party is scheduled for Saturday, December 10, 2016.

City Council also approved funding for the annual Town Picnic which was held at the Sterling Park Recreation Center on September 10, 2016 where 265 residents participated.

Continue police department outreach to residents and youths

Description: Start a bicycle patrols in residential and business neighborhoods; attend youth events; and continue the foot patrols and residential checks in the Sterling Park, Verano and Hoffman Villa neighborhoods.

STATUS NOVEMBER 2015:

Staff identified three ways to accomplish the goal of outreach to the community:

- Develop a bicycle patrol program and patrol the residential and business communities
- Attend youth and senior events
- Continue foot patrols and neighborhood checks in Sterling Park, Verano and Hoffman Villa neighborhoods

Two patrol officers have been selected as bicycle patrol officers. One has been certified by completing the training and is logging hours riding mostly in the business district in an attempt to deter automobile burglaries. The second officer is awaiting the specialized training.

The Colma Police Department has increased our youth involvement by collaborating with the Recreation Services Director. CPD has been well informed of community events involving our youth and seniors, and we have made extra efforts to attend these events. Some of these include; visiting summer day camps, Eggstravaganza, School tours of CPD, Friday Night Movie Night and Halloween events. Senior functions have included senior lunches, Historical Association walking tour and Pizza with Police. To date, CPD staff has attended a total of 60 community events.

CPD officers continually patrol the residential areas and make efforts to get out of their vehicles and walk the neighborhoods. To date, CPD officers have conducted a combined 3,313 residential patrol checks and foot patrols. Officers also incorporate the business community by conducting business checks. To date, CPD officers have completed 1,327. This involves officers walking into businesses and checking in with employees and management staff.

STATUS OCTOBER 2016:

Staff identified three ways to accomplish the goal of outreach to the community:

- **Develop a bicycle patrol program and patrol the residential and business communities**
- **Attend youth and senior events**
- **Continue foot patrols and neighborhood checks in Sterling Park, Verano and Hoffman Villa neighborhoods**

Two bicycle officers have completed POST certified training and are riding in the residential and business communities in an attempt to deter automobile burglaries and assist in community policing.

The Colma Police Department has increased our youth involvement by continuing our collaboration with the Recreation Services Director. CPD has been well informed of community events involving our youth and seniors, and we have made extra efforts to attend these events. Some of these include; visiting summer day camps, Eggstravaganza, School tours of CPD, Friday Night Movie Night, Kops and Kids, Metro Kids Fest, National Night Out and Halloween events. Senior functions have included senior lunches, Historical Association walking tour and the Town picnic. From January 1, 2016 to date, CPD staff has attended a total of 62 community events.

The Colma Police Department held two community outreach events at the Colma Community Center during 2016. The “Are You Ready” disaster preparedness and “Traffic Safety” to include distracted driving/drunken driving awareness, in partnership with MADD. CPD also hosted “Coffee With a Cop” on October 7, 2016.

CPD officers continually patrol the residential areas and make efforts to get out of their vehicles and walk the neighborhoods. To date, CPD officers have conducted 2,076 residential patrol checks and 270 foot patrols, approximately 100 in the Sterling Park neighborhood. Officers also incorporate the business community by conducting business checks. To date, CPD officers have completed 704. This involves officers walking into businesses and checking in with employees and management staff.

CPD has also had a greater presence through social media. CPD continues to share information to the public to enhance community relations, solve crime and to be more transparent. This overlaps the strategic plan for Town Operations. The plan states, “Staff will examine ways to enhance communication and engagement with the community and businesses with a greater presence through social media such as Twitter and Facebook”.

Adopted: 7/8/2014



STAFF REPORT

TO: Mayor and Members of the City Council
 FROM: Sean Rabé, City Manager
 MEETING DATE: October 26, 2016
 SUBJECT: 2017-19 Strategic Plan Workshop

INTRODUCTION

This Workshop will focus on development of the 2017-19 Strategic Plan, which will include goals and programs in five priority areas: Significant Mandates, Town Operations, Economic Development, Financial Planning, and Quality of Life.

The study session will begin with staff presenting its recommendations of programs to be undertaken over the next two years. Following that presentation, the Council should discuss the draft Plan that is attached to this report. The council members' views on which priority areas, goals and programs will be placed in a proposed Strategic Plan will be brought back to the Council for adoption at a future, regular meeting of the City Council.

DISCUSSION

Statement of Values

The Statement of Values that the Council adopted for the 2014-16 Strategic Plan comprised expressions of how the core behavioral values (Fairness, Responsibility, Honesty and Integrity, and Vision) would be applied in the context of making policy decisions, such as adopting a budget, as opposed to being applied to an individual council member's conduct. This was the Statement that the Council adopted:

Value Statement

Treat all persons, claims and transaction in a fair and equitable manner.

Make responsible decisions by taking the long-range consequences into consideration.

Base decisions on, and relate to each other with honesty, integrity and respect.

Be innovative in improving the quality of life in our business and residential communities.

Staff is currently not recommending any changes to the Value Statement.

Priority Areas

Staff recommends focusing on the same Priority Areas as the 2014-16 Plan.

Goals

The past two years have proven very fruitful in terms of completing items on the Strategic Plan. Additionally, the goals established by Council for the 2014-16 Plan have created a very clear roadmap for staff to follow. As such, staff recommends maintaining the same goals as the 2014-16 Plan.

Programs

The final task will be to select three programs to be implemented in the next two years for each priority area. These will not be the only programs undertaken by the Town; the Town may and likely will undertake other programs. The purpose of identifying the top priority programs is just that – to keep everyone focused on the most important programs that the Council wishes to accomplish during the planning period. Thus, where there are questions whether to allocate staff time or Town resources between programs, the choice will be to favor the programs that are in the Strategic Plan and which meet the Council's goals.

Attached to this report is a worksheet that briefly explains programs recommended by staff for consideration for the 2017-19 Strategic Plan.

CONCLUSION

Because this meeting is a study session only, no action will be taken on the Strategic Plan. Rather, staff asks the Council to discuss the draft Plan and express their views on what goals and programs should be placed in a proposed Strategic Plan that will be brought back to the Council for a public hearing and adoption.

Attachment: Draft Strategic Plan

2017-19 STRATEGIC PLAN

Value Statement

Treat all persons, claims and transaction in a fair and equitable manner.

Make responsible decisions by taking the long-range consequences into consideration.

Base decisions on, and relate to each other with honesty, integrity and respect.

Be innovative in improving the quality of life in our business and residential communities.

Goals and Priority Programs

| Area: | Significant Mandates | Town Operations | Economic Development | Financial Planning | Quality of Life |
|------------------|--|---|--|---|--|
| Goals: | <i>Ensure compliance with the law</i> | <i>Ensure friendly, efficient and timely delivery of services</i> | <i>Implement three programs from the Economic Development Plan</i> | <i>Ensure long-term financial health</i> | <i>Make our Town safe, clean and attractive</i> |
| Programs: | Update General Plan | Complete Town Hall Renovation | Prepare Auto Row improvements and Master Plan | Prepare plan to address unfunded liabilities | Offer more community-based programs |
| | Implement Federal/State/Local Mandates | Increase the Use of Technology to Enhance Customer Services | Commit resources to developing a hotel business | Study Feasibility of Establishing Lighting District | Continue police department outreach to residents and youths |
| | Implement Climate Action Plan | Body Camera Implementation for Police Department | Commit resources to support expansion or relocation of businesses | Study Feasibility of Sewer Enterprise Fund | Increase Access to Residents/Businesses for Quality of Life Programs |

DETAILED PROGRAM DESCRIPTIONS

*Priority Programs are shown with an Asterisk **

Significant Mandates

*Update General Plan**

Description: The Planning Department is continuing work on updating the General Plan and plans to complete the following during the timeframe of this strategic plan:

- Safety Element update that is consistent with the Local Hazard Mitigation Plan.
- Land Use Element update incorporating the Urban Design Study.
- Circulation Element update.
- Noise Element update.
- Open Space and Conservation Element update.
- Hiring of consultant and draft of Program Environmental Impact Report (PEIR).

*Implement Local/State/Federal Mandates**

Description: The programs listed in this section are required under either local, state or federal mandates.

- American with Disabilities Act (ADA) Implementation Plan: The seven year ADA Self Evaluation and Transition Plan that was adopted by City Council in November 2010 will conclude with the completion of the Town Hall renovation project in the fall 2017. Over the next two years staff will continue to monitor and evaluate programs, facilities, streets, and sidewalks ensuring compliance under the ADA. The following actions are planned during the timeframe of this strategic plan:
 - Prepare ADA Self Evaluation & Transition Plan update to City Council
 - Prepare barrier removal plan for section(s) of Mission Road improving accessibility
 - Conduct ADA Customer Service Training
- Local Hazard Mitigation Plan (LHMP): The Planning Department and other Town Departments will work with San Mateo County to implement action items identified in the LHMP. The following actions are planned during the timeframe of this strategic plan:
 - Develop a full Continuity of Operations (COOP) for Town government.
 - Coordinate and assist in the development of COOP plans for the Town's cemeteries.
 - Establish a public/private partnership program between the Town of Colma and the private owners of identified critical facilities, including the Town's cemeteries and large retailers.

- Develop a Debris Management Plan in coordination with jurisdictional partners.
- Identify and equip an alternative EOC location in case of primary EOC disruption or destruction.
- Develop an outreach campaign for encouraging Colma residents and daily commuters into Colma to sign up for reverse 911 notifications on their cell phones.
- Develop a standing Master Services Agreement with the Colma Fire Protection District to formalize the existing administrative and technical services relationships.
- Continue to support the county actions in the LHMP.
- California Drought Response: The following actions are planned during the timeframe of this strategic plan:
 - Continue to look for ways to reduce municipal water use by updating irrigation systems and selective removal of turf from Town-owned facilities (lawn areas at police station and Creekside villas).
 - Continue to offer water rebates to residents (up to \$2,000 total budgeted in each fiscal year).
 - Continue to work with Colma cemeteries and the Resource Conservation District (RCD) to implement recommendations on the water audits prepared for cemeteries and to look for grant funding opportunities to make improvements.
 - Continue to work with Daly City, Cal Water and the SFPUC on the recycled water system currently under study.
 - Review alternative landscaping and land use schemes for the Town's center line medians that meet drought conditions that still have aesthetic value to the community at large.

*Implement Town's Climate Action Plan**

Description: AB32 and newly adopted SB 32 established statewide greenhouse gas (GHG) reduction targets. The Town's Climate Action Plan (CAP) contains programs and policies that will facilitate Colma's achieving reduction targets and improve the quality of life for those who live, work and visit Colma. During the timeframe of this strategic plan staff will:

- Study feasibility of transitioning to a paperless office and implementation of a centralized purchasing system to decrease waste
- Continue to promote to residents free or low cost programs and rebates that increase energy efficiency, conserve water or promote alternative transportation.

- Continue to promote to businesses free or low cost programs that increase energy efficiency, conserve water, divert solid wastes, or support alternative transportation for employees.
- Continue to look for opportunities to reduce municipal GHG emissions and reduce waste.
- Continue to participate in the Mayor's Water Conservation Challenge.
- Continue involvement with San Mateo County Energy watch and continue to follow regional and state trends and regulations.
- Continue to work with Republic Services, residents and businesses to increase diversion rates.
- Continue Colma Creek clean-up, Town-wide clean-up and garage sale.
- Continue Section 132 pre-tax transportation cost program.
- Continue hosting break station for Bike to Work day.

Town Operations

*Renovate Town Hall**

Description: The Town Hall Renovation Project has been broken down into six phases. Four of the six phases are either completed or will be completed by the end of 2016. The status of the final two phases of construction are:

- Complete Infill Package and Site Work, Phase V
 - Bid opening - October 25, 2016
 - Award of Contract – City Council Meeting, November 9, 2016
 - Notice to Proceed with Phase V, January, 2017
 - Substantial completion – Fall of 2017
 - Completion of Parking lot work - Once the facility can be occupied, the contractor will be authorized to move ahead with removing the Annex mobile units and complete the landscaping and upper parking lot features. This work is scheduled to take 45 to 60 days.
- Furnish Furniture, Fixtures and Equipment, (Phase VI)
 - Staff is currently review furniture options for the Town Hall Facility and City Council Chamber.
 - Solicit office furniture vendors via Request for Proposal, (RFP), to bid on supplying and install furniture for the Town Hall Facility and City Council Chamber.
 - Award Phase VI contract to office furniture vendor at the City Council Meeting in March of 2017.
 - Substantial Completion of Phase Fall of 2017

*Increase the Use of Technology to Enhance Customer Services**

Description: The goal is to take advantage of opportunities to improve services through the use of technology. Representative action items include the following:

- Continue to improve the Town website to allow (1) forms to be completed and submitted on-line (2) better analytics (3) Greater searching ability.
- Implement credit card payment option on-line, in Public Works and potentially the Police Department.
- Analyze and plan for implementation of GIS system

*Plan for and Implement Body Cameras in Police Department**

Description: In response to the Grand Jury report titled, “Body Worn Cameras, The Reel Truth,” the Colma Police Department is developing a BWC policy that will be consistent with Atherton PD’s policy on BWC. The Colma Police Department POA has already voted on the draft BWC policy. Currently the Colma Police Department is researching the video storage needs of a BWC system and costs associated with storage, taking into consideration retention rules in accordance with the established records retention schedule (Government Code § 34090.6). Research also needs to be conducted into software programs that would automatically save and delete evidentiary recordings in accordance with law, judicial proceedings, citizen complaints, civil suits and other retention schedules.

The Grand Jury recommended that the councils of those cities/towns that have not adopted body-worn cameras direct their respective chiefs of police to develop an appropriate body-worn camera implementation plan and advise the public of their plan by November 30, 2016.

Implement the Town’s Urban Forest Management program.

Description: The Urban Forest Management program is an ABAG PLAN Best Management Practice aimed at reducing the risks of injury and damages from falling trees. The program requires that the Town first identify and inventory all trees within Town limits and then to regularly inspect and maintain the Town’s trees. In the upcoming fiscal year, the Town should retain a consultant to inventory and assess the overall health of all Town-owned trees.

Economic Development

*Prepare Auto Row Master Plan**

Description: Conduct feasibility study in 2016/17 for the beautification of Auto Row, and a more complete implementation of infrastructure improvements. A Master Plan for Auto Row will provide a more cohesive economic engine than simply providing beautification projects here and there along Auto Row. City Council approved the expenditure to

perform a detailed study of the Serramonte area in June 2015. This study will serve as the first step of the Master Plan and will provide a wider picture of Serramonte Boulevard regarding economic development, public safety, environmental issues, aesthetic upgrades, and an urban design to tie into the potential of the proposed Town Center. The study will also review the potential of Collins Avenue and how it relates to Serramonte Boulevard.

*Commit resources to developing a hotel business**

Description: Identify potential sites and willing landowners for business travelers hotel; conduct feasibility study; adopt transit occupancy tax and submit to voters.

- A transient occupancy tax must be approved by the voters at a general municipal election. The Town holds its general municipal elections in November of every even-numbered year. Council should put a measure adopting a TOT ordinance on the November 2018 ballot.

*Commit resources to planning for expansion or relocation of businesses**

Description: Continue reaching out to local businesses and potential business to offer assistance when and where appropriate.

- Partner with key businesses to identify potential sites for expansion or relocation.
- Adopt General Plan and update local regulations to accommodate economic development (if necessary), including modification of Town regulations to accommodate Town Center (Urban Design) plan
- Enter into a contract this year with HdL to produce an economic profile for the Town that will be used to help attract businesses to Colma
-

Financial Health

*Establish plan to address Town unfunded liabilities **

Description: Review, evaluate and recommend plan to address the Town's unfunded liabilities (PERS, OPEB).

*Analyze potential landscape/lighting district**

Description: Establishing a landscape/lighting district could reduce the General Fund's exposure to costs associated with streetscape lighting costs. During FY 2017/18 staff will analyze whether or not District is recommended and will bring that recommendation to Council.

*Identify and Address Other Threats to Town's long-term fiscal health**

Description: Continue evaluation of long-term funding of staff and evaluate the pros and cons of creating enterprise funds. This program includes the ongoing discussion with the Town's wastewater treatment providers regarding Colma's contracts with each entity.

Quality of Life

Offer more community-based programs

Description: Examples include partnering with the cemeteries for "Movies in the Cemetery" night, or cultural events (i.e. Dia De Los Muertos - Day of the Dead or the Ching Ming Festival.) Staff will also look to host an event on the new Town Hall Plaza where the area is opened up to pedestrians on a weekend and has different vendors, music, and entertainers on hand selling goods, services, etc.

- New events with cemeteries or on plaza at Town Hall
- Recreation facility upgrades (Sterling Park Play Structure)
- Dog Park upgrades (removal of gravel and replace with decomposed granite, mulch, etc., picnic table with shade)

Continue police department outreach to residents and youths

Description: Continue to increase Police Department visibility throughout the residential and business communities through various programs:

- Emergency preparedness trainings (Are You Ready; EOC Exercises)
- Address parking issues in the Sterling Park neighborhood
- Establish and maintain bicycle patrols in the residential and business areas
- Continue to have officers walk neighborhoods and business communities
- Crime education and police department transparency via social media