



**Notice of and Agenda for Special Meeting
of the Town of Colma City Council**

**Colma Town Hall
1198 El Camino Real
Colma, California**

**Thursday, January 16, 2020
5:00 PM**

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 the purpose of transacting the following business:

NEW BUSINESS

1. STATUS UPDATE TO 2017-19 STRATEGIC PLAN

Consider: Motion to Accept Update to 2017-19 Town of Colma Strategic Plan.

STUDY SESSION

2. 2020-2022 STRATEGIC PLAN WORKSHOP

This is a study session only; no action will be taken on this item at this meeting.

Dated: January 10, 2020

Caitlin Corley

Caitlin Corley, City Clerk





STAFF REPORT

TO: Mayor and Members of the City Council
 FROM: Brian Dossey, City Manager
 MEETING DATE: January 16, 2020
 SUBJECT: Status Update to 2017-19 Strategic Plan

RECOMMENDATION

Staff recommends that the City Council make the following motion:

MOTION TO ACCEPT UPDATE TO 2017-19 TOWN OF COLMA STRATEGIC PLAN

EXECUTIVE SUMMARY

The attached document provides a status update on each program of the approved 2017-19 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 2017-19 Strategic Plan, as approved by the City Council in November 2016. January 2020 status updates are shown in **bold text**. The original plan reflected the prioritization of proposed programs as determined by the City Council at the October 2016 Strategic Planning Study Session.

ANALYSIS

Staff has made significant progress in meeting the goals of the 2017-19 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 2020-22.

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 2020-22.

CONCLUSION

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

ATTACHMENTS

- A. Status Update to 2017-19 Strategic Plan

2017-19 STRATEGIC PLAN

Value Statement

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

Make responsible decisions by taking the long-range consequences and sustainability impacts 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).

STATUS FEBRUARY 2018:

The Planning Department is working on drafts of the Safety Element, Land Use Element and Open Space Elements.

STATUS FEBRUARY 2019

Due to a high volume of current planning projects, work on the General Plan was delayed in the 2017-2018 fiscal year. The Planning Department is working on drafts of the Safety Element, Land Use Element and Open Space Elements. In addition, staff is working on an “Existing Conditions Report” that will function as a baseline information document for a future Environmental Impact Report.

Through an RFQ process, staff has selected Placeworks to assist with environmental expertise, Kittelson to assist with the update of the Circulation Element and CSDA to assist with the Noise Element.

STATUS JANUARY 2020

In the summer of 2019 staff presented the Land Use Element to the City Council. Staff has also been working on the drafts of the Safety Element and Open Space Element. In January 2020 staff will present the “Existing Conditions Report” to the City Council. A draft of the general plan elements is proposed to be released for public review and discussion in the summer of 2020. After the plan is prepared, an Environmental Impact Report (EIR) will be prepared in the 2020-2021 fiscal year.

The General Plan Update will be carried over to the 2020-2022 Strategic Plan.

*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

STATUS FEBRUARY 2018:

The ADA Self Evaluation and Transition Plan update was postponed until completion of the Town Hall project. Once the Town Hall project is complete, staff will update the City Council on the seven-year ADA Transition Plan. Staff will continue to monitor for ADA barriers, and schedule them for mitigation and removal based on priority and available funding.

Upon completion of Veteran's Village Housing Project (2019) and the Town's Capital Improvement Program (CIP #903) Mission Road project, ADA barriers along the east side of Mission Road should be removed and accessibility for pedestrians and bicyclists enhanced.

Staff conducted ADA customer service training in the spring of 2017 and will do so again in 2019.

STATUS FEBRUARY 2019

Now that the Town Hall Renovation Project is complete a majority of the 2010 ADA Transition Plan has been completed. Outstanding items will be addressed as part of the Mission Road and Serramonte/Collins Master Plan projects. A closeout report on the 2010 ADA Transition Plan will be submitted for City Council consideration in 2019. Staff will also schedule an ADA customer service training in 2019.

STATUS JANUARY 2020

An ADA Customer Service Training was held on June 25, 2019 for all staff. The training helped staff understand the ever-changing laws of ADA compliance. From the training, Staff will continue to look at ways add ADA functionality to Town operations. From the 2010 ADA Transition Plan, the Town identified a number of physical barriers. The Town Hall Renovation project addressed a majority of the physical barriers. Additionally, barriers on Collins Ave/Serramonte Blvd. and Colma Ave will be addressed in future Capital Improvement programs.

The 2010 ADA Transition Plan is scheduled to be closed out at the January 8, 2020 City Council meeting. All physical barriers that remain from the plan will be addressed during future capital improvement programs.

- 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 SMC Cell Phone Alert notifications.
 - 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.

STATUS FEBRUARY 2018:

The Public Works Department has supported the efforts to move this program forward. The most significant accomplishment was to join a cooperative agreement(s) allowing the Town's Public Works and Building Department to share services, labor and equipment with agencies throughout the County.

The Colma Police Department has identified the Broadmoor Police Department Emergency Operations Center as the Town's alternate location in case Colma's primary Emergency Operations Center is disrupted or destroyed.

Colma Police Department staff has handed out SMC Alert information and made efforts to sign up those residents who came to the Colma Police Department to renew their parking permits. Commander Lum also presented the importance of registering for SMC Alerts at a fall City Council meeting and the Mayor proclaimed October 25th to be SMC Alert Day. Detective Marchetti presented on how to sign up at a couple of Senior Luncheons this past fall.

Information on how to sign up for SMC Alerts has been publicized via social media, Livewire and Neighborhood Watch. There is also SMC Alert information available for the public at every City Council meeting at the side table. Staff will continue to publicize the importance of SMC Alerts at the February 21, 2018 “Are You Ready” disaster preparedness workshop and throughout the remainder of the year.

STATUS FEBRUARY 2019

In November of 2018, the Town entered into a memorandum of understanding (MOU) with the Colma Fire Protection District to clarify roles and responsibilities in preparing for and responding to disasters.

In July of 2018, staff hosted a Cemetery lunch to discuss emergency preparedness. Cemeteries were supportive of cooperation. As a result of this meeting, a follow-up meeting was held on January 31, 2019. Items discussed included creating an inventory of available equipment, creating a shared radio frequency for communication, and developing an MOU.

The Colma Police Department continued to educate the public on SMC Alert. Staff developed a flyer to be distributed to all residents who came to the Police Department for their annual parking permits, including a tutorial on how to sign up. Flyers were also distributed at Council Meetings and Community Events.

STATUS JANUARY 2020

Staff will work towards solidifying agreements with the various cemeteries and businesses that would allow us to share and/or acquire resources when a disaster takes place. In addition, staff anticipates coordinating radio communication between the Town and the cemeteries. Staff will also reach out to various retail managers and see if there is a possibility that we can partner with those retail outlets for goods and materials in a time of disaster.

Staff will also look to establish a plan with Republic Services, the Town’s solid waste hauler, that may be able to assist and manage a temporary disposal site, and the various logistical hurdles that come with managing such a site.

Unfinished items to the LHMP will be carried over to the 2020-2022 Strategic Plan.

- 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.

STATUS FEBRUARY 2018:

The Public Works Department continues to be diligent in reducing water usage in the various landscaping venues at the various Town-owned facilities and in the Right of Way medians. Without removal of the Town-owned facility turf areas, the Public Works crew along with the Town's contract maintenance firm stretched the watering cycle to a point where the lawn areas are on the verge of being stressed. In other words, staff is trying to use the least amount of water possible. The Public Works Department has abstained (under the Governor's mandate) from irrigating the highway and street turfed medians.

Town staff sponsored outreach meetings with Daly City and San Francisco Water to help promote the advancement of a reclaimed water system potentially coming into the Town.

Staff continues to offer water rebates to residents; however, only one rebate was requested in 2017.

Staff completed water and energy efficiency assessments for five cemeteries in partnership with Resource Conservation District (RCD). Staff will continue to partner with RCD to coordinate on potential grants for implementation of water and energy conservation measures that were recommended in the assessments.

City Council adopted a resolution to participate in the Mayors Climate Network supporting climate protection programs and working to meet the goals of the Paris Climate Protection Agreement.

STATUS FEBRUARY 2019

The RCD has continued working with Cypress Lawn Cemetery on irrigation water use reductions.

Staff continues to offer water rebates to residents; three rebates were given in 2018.

Working with Daly City and San Francisco Water and the proposed reclaimed water system that was projected to come into Colma has appeared to have come to a standstill, funding could be an issue of why the project is not moving forward.

The proposed 2019-2024 Capital Improvement Program has identified studies to look into sustainable landscaping for various Right of Way area.

MOVING FORWARD AS BEST PRACTICES AND OPERATIONS

- **Staff will continue to offer water rebates to residents.**
- **Staff will continue to work with Daly City, SFPUC, CalWater along with various cemeteries on advancing the benefits of having a reclaim water system in the future.**
- **Continue to work with cemeteries through the Towns “Cemetery workgroup meetings to assist in water conservation.**
- **Work and meet with Cal Water regarding water conservation programs and outreach material.**

*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 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 waste 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.

STATUS FEBRUARY 2018:

Town staff completed compliance reporting to the state agency, CalRecycle, who enforces state mandate AB 939 to meet or exceed 50% diversion from landfill. Colma is in compliance with AB 939. Staff completed additional compliance reporting for AB 341 (large business recycling requirements) and AB 1826 (requires businesses to recycle organics/food). Colma is in compliance with both mandates.

Town staff used grant funds from the CalRecycle and City and County Payment Programs to purchase new recycling and trash containers for bus stop locations and Town facilities

STATUS FEBRUARY 2019

The Sustainability Division is currently updating and implementing various best management practices to the 2013 Climate Action Plan (CAP). The updated CAP is anticipated to go before City Council for review and comment in late Spring or early summer of 2019.

Staff has continued to meet with Department Heads monthly, strategizing and implementing sustainable practices, such as purchasing products with recycle content, installing water purification equipment to reduce the use of plastic bottles, purchasing of waste containers segregating waste, recycle material and organics,

Staff is meeting with franchise waste hauler on a semiannual basis to review business outreach program regarding mandatory recycling and the commercial organic program.

The Town moved from 50% Peninsula Clean Energy to 100% Peninsula Clean Energy at all Town facilities.

MOVING FORWARD AS BEST PRACTICES AND OPERATIONS

Staff will continue with the following programs 2020.

- **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 to work with Republic Services, residents and businesses to increase waste 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.**

The Climate Action Plan Update will be carried over to the 2020-2022 Strategic Plan.

Proposed New Initiative for Climate Action Plan

In collaboration with PCE look to host an EV and Drive Event in the summer of 2019.

Staff partnered with PCE and hosted an EV Drive event at the 2019 Community Fair. Staff will reach out to PCE for an RV Drive event at the 2020 Community Fair.

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 reviewing 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 installing 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

STATUS FEBRUARY 2018:

The beginning of 2017 was the proposed start of the last major phase of the Town Hall Construction (Phase IV) project. A few months into the year Town staff was working with the proposed contractor and the Architect of Record to “Value Engineer” (VE) and reduce the project cost without diminishing the Town Hall remodel project. In the midst of the VE effort the Town was negotiating with the Contractor to enter into an agreement to complete Phase IV. It wasn’t until the later part of April 2017 that Contractor withdrew from the project leaving the staff in a position of not being able to move the project forward into the final stages of construction.

The goals that were posted in the 2017 plan were not met due to the withdrawal of the Contractor. What was accomplished was the completion of the VE effort, sending the project to re-bid and the selection of a new Contractor who started the final construction efforts in October of 2017. City Council approved a contract amendment with the Town’s Architect to complete the Design of the Furniture, Fixture and Equipment package. This portion of the project went to bid in January 2018.

STATUS FEBRUARY 2019

Mission accomplished, the Town Hall Facility was substantially completed in September of 2018. A Grand Opening celebration, which was held in December of 2018 memorialized the several year journey, taking the old facility and transforming it into a state-of-the-art civic center that met the requirements and goals of the City Council which were laid out several years prior to the completion of the project.

Project Management is still working with the Architectural Team and General Contractor on various warranty issues, cost issues and closeout documents.

It is estimated that once all the closeout items are complete, staff will come before City Council at one of their Regular City Council meetings in March or April requesting acceptance of the project and a "Notice of Completion" be filed with the County Recorder's Office. At that time the project will be considered completed.

*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

STATUS FEBRUARY 2018:

After attending an "Emerging Local Government Leaders" workshop centered around technology in the fall of 2016, staff contracted with web designers "Proud City." Proud City's word press "user based" platform was the solution to enhancing the online experience when using the Town's website. The project achieved staff's goals allowing forms to be submitted online, better analytics and greater searching ability. The new site was launched in May of 2017 and staff has received positive feedback from the community.

In 2017, staff continued to collect data on the Town's tree inventory, and sidewalk and roadway maintenance inventory in an effort to build out the Geographical Information System (GIS).

STATUS FEBRUARY 2019

Staff has entered into an agreement with Proud City (website host) adding their "Public Meetings" service improving transparency. Also, Town staff continues to update the Town website to provide up to date information, including link to OpenGov, a financial platform for user-friendly financial data presentation.

The credit card payment online has been placed on hold as the Town's bank merge with Tri-Counties Bank.

GIS project is expected to be completed by June 30, 2019. GIS layers will be developed and added to the Town's ArcGIS software.

GOALS FOR 2019

Staff will investigate accepting credit card payments at Town Hall and Police Station as well as online through Tri-Counties bank.

STATUS JANUARY 2020

The Finance Department will begin researching on a point-of-sales system, which will include a credit card machine, beginning February 2020. Part of the research is to ensure the system will be compatible with the Town's existing financial system and the new financial system will be purchased and implemented in 2020-21.

Proposed New Initiative for Use of Technology

Explore more online community-based user-first tools improving community engagement and transparency (i.e. additional Open Gov tools and My Civic app). If implemented additional Town resources will be required. See Internship/Student Aide proposal under the category "Offer More Community Based Programs."

The Use of Technology item will be carried over to the 2020-2022 Strategic Plan

*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'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.

STATUS FEBRUARY 2018:

In response to the Grand Jury report titled, "Body Worn Cameras, The Reel Truth." The response letter advised the Grand Jury that the Town may or may not be ready to implement a Body Worn Camera (BWC) plan by November 30, 2016.

The Colma Police Department did, however, develop a BWC policy that would be consistent with other San Mateo County agencies and their policies on BWC. The Colma Police Department Police Officers Association (POA) voted on the draft BWC policy.

Commander Lum conducted research on BWC products and pricing in comparison with other agencies that have recently purchased BWC. Recently, the District Attorney's Office implemented an electronic report filing system with an emphasis on developing a Cloud based evidentiary system where the District Attorney (DA) would have the capability to view and maintain evidence, without a police department having to send video recordings from BWC and in car cameras. The system that is implemented by the DA can affect which BWC system police agencies elect to purchase based on compatibility.

Some police agencies have elected to hold off on their BWC purchasing due to this reason while other agencies, such a Redwood City Police Department, have abandoned their BWC implementation all together.

STATUS FEBRUARY 2019

In 2018 Colma Police Department staff met with BWC vendors Watch Guard and Lenslock. Both companies provide BWC equipment and the software solutions to support the BWC network. The District Attorney's office has selected Evidence.com as their cloud-based evidence needs. We have been told that Watch Guard and Lenslock are both compatible with Evidence.com which would allow for seamless transition of video/audio files to the District Attorney's Office.

STATUS JANUARY 2020

Staff will continue to research products that will be most cost effective, meet the needs of the department and the are compatible with Evidence.com. As part of the five-year capital program, the BWC project is scheduled for implementation in FY2021-22.

The BWC program will be carried over to the 2020-2022 Strategic Plan.

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 FEBRUARY 2018:

The Public Works Department started individually tagging each Town-owned tree within the Town's borders. This effort included tagging the tree, identifying the species of the tree, estimating the size and overall health of the tree.

STATUS FEBRUARY 2019

The Public Works Department has completed a majority of the tagging and recording of tree data such as: species, size and health of each Town owned tree within the Right of Way. Staff has now begun uploading the field data into the Town's Geographical Information System, (GIS).

The Town also became a member of "Tree City USA". The Tree City USA program provides direction, assistance and national recognition supporting the Town's commitment to providing a sustainable urban forestry program.

Staff is drafting a Request for Proposal for a Tree Service Contractor who will be responsible for the maintenance and care for the various Trees with in the Right of Way and Town Facilities. The selected contractor will also be responsible for a maintenance plan, annual budget for maintenance and certified arborist to assist with cultivation and overall health of the various trees and shrubs throughout the Town.

MOVING FORWARD INTO 2020

The Public Works Staff will continue to meet the various commitments and stay in good standing as member of Tree City USA.

Staff will complete the uploading of Tree data information into the Town's GIS

Once a new tree service contract is approved, staff will work with the Contractor to develop an ongoing plan to prune and thin out the various trees in the Sterling Park Neighborhood to be less invasive to roadways, houses and street lighting.

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.

STATUS FEBRUARY 2018:

The Serramonte Boulevard/ Collins Avenue Master Plan was awarded to a consultant to start the study that will address four elements as follows:

- Economic Development
- Land Use and Urban Design
- Street Scape and Traffic Control
- Sustainability

STATUS FEBRUARY 2019

The consultants continued their work through 2018, with a stakeholder's lunch meeting and two City Council meetings. Draft concept plans have been prepared for Collins Avenue and Serramonte Boulevard. The plans include a lane reduction on Serramonte Boulevard west.

STATUS JANUARY 2020

The Serramonte/Collins Master Plan is nearly complete. City Council reviewed the draft plan at the November 2019 City Council meeting and the final document will be completed in February 2020. CIP projects will be phased in over the next several years based on Council direction and available funding.

The Serramonte/Collins Master Plan will be carried over to the 2020-2022 Strategic Plan.

*Commit resources to developing a hotel business**

Description: Identify potential sites and willing landowners for a business traveler's 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.

STATUS FEBRUARY 2018:

Town staff conducted a TOT study session in 2017.

STATUS FEBRUARY 2019

Staff and the City Attorney's office worked closely on preparing the TOT ballot measure language and associated TOT ordinance. The TOT Ballot Measure was approved by a majority of Colma voters in November of 2018.

*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 maybe used to attract businesses to Colma.
- Continue working with the Town's shopping centers to address infrastructure needs.

STATUS FEBRUARY 2018:

In 2017 staff worked with a car dealership and owner of the closed landfill site to arrange for much needed auto storage. This allows the auto dealer to store a larger inventory providing a variety of automobiles with the various packages for car shoppers, and the land use of an underutilized area. Staff will continue to meet and communicate with shopping center managers, owners and businesses to ensure that business needs are being addressed by the Town.

STATUS FEBRUARY 2019

Throughout 2018, staff has continued to communicate with businesses, leasing agents and business owners. In 2018, the Town hosted lunches for cemetery managers, auto managers, and held a business recognition event.

Staff is still evaluating as to whether the Town would benefit from an economic profile prepared by HdL.

Work has continued with the owner of the Serra Center to transition their water system to California Water.

Staff proposed a temporary shuttle service to the property managers at Serra Center, 280 Metro and Kohl's during the holiday season. Each property manager expressed concerns over people shopping at other centers while leaving their vehicle at another shopping center. The property managers also expressed no interest in assisting with funding.

STATUS JANUARY 2020

Staff will continue to communicate with businesses, leasing agents and business owners concerning vacancies at both shopping centers. Continue hosting of lunches for cemetery managers, auto managers, and a business recognition event in Fall of 2020.

Staff proposed a Town-wide Branding campaign as part of the Five-Year CIP. Phase one of the campaign will involve local outreach, surveys interviews with business leaders, and other research, and utilizing this information establish creative options for the community's brand. Phase two will be launch an expanded image and branding campaign highlighting Colma's brand through logo, marketing brochures, letterhead, streetlight banners, promotional campaigns, advertisements and tag lines. The Branding campaign is part of the five-year CIP plan as well as the 2020-2022 Strategic Plan Update.

The Commitment of resources to planning for expansion or relocation of businesses will be carried over to the 2020-2022 Strategic Plan.

Financial Health

*Establish plan to address Town unfunded liabilities **

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

STATUS FEBRUARY 2018:

The 2016-17 Audit will include added information on the Town's PERS liabilities (pursuant to GASB 68).

A study of the Town's Retiree Medical (OPEB) benefits (pursuant to GASB 75) was completed in September 2017. This information will be included in the 2017-18 Audit and will be reviewed with the City Council to discuss the Town's current OPEB program and policy.

In December 2017 staff presented a study session to the City Council regarding the PERS liabilities. The City Council will receive a report and recommendations on paying down or retiring some of the "side fund" PERS liabilities to reduce long term pension expenses in the Spring 2018.

STATUS FEBRUARY 2019

On October 24, 2018, the City Council reviewed and adopted the 2018 Unfunded Liabilities Strategy where the Town will make a \$1.05 million supplemental contribution to CalPERS, transfer \$1.0 million to PARS 115 Pension Trust, commit \$650,000 towards Accrued Leave Reserve, continue contribution to OPEB per 2017 GASB 75 OPEB Valuation report, and budget supplemental contribution to PARS 115 Pension Trust at 6.0% or 6.5% discount rate. The strategy will be re-evaluated every two years and the funded status of the unfunded liabilities will be reported as part of the annual audit process.

As of January 15, 2019, the Town transferred \$2.05 million from the Town's SMC Pool investment. By the end of February, Staff will transfer \$1.05 million to CalPERS and \$1.0 million to PARS Pension Trust.

STATUS JANUARY 2020

The Town adopted the 2018 Unfunded Liabilities Funding Strategy and have implemented the strategy by transferring \$1.0 million to PARS Pension Trust in January 2019, paid down \$1.05 million of unfunded liabilities to CalPERS, and made annual contributions to the PARS pension trust as documented in the 2018 Unfunded Liabilities Funding Strategy.

*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 a lighting and landscaping District is recommended and will bring that recommendation to Council.

STATUS FEBRUARY 2018:

Half the street lighting in Town is currently owned by the Colma Street Lighting District, which is operated by the County of San Mateo. The City Attorney's office has provided advice to Town staff on legal issues associated with the long-term financial viability of a landscape and lighting district.

STATUS FEBRUARY 2019

There has been outreach to the San Mateo County Public Works Department to explore the possibilities, the County has responded and is willing to enter talks. Further, the City Attorney's office has advised staff on the legality of various financial options if the Town forms a Landscape/Lighting District. Outside of our initial talks with the County, unfortunately not much progress has been made in regard to the possibility of annexing in Colma's portion of the County Lighting District and the potential of forming a Landscape/Lighting District.

UPDATE JANUARY 2020

The Public Works Department along with the City Attorney's office will be further researching this item as part of the 2020-2022 Strategic Plan.

*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.

STATUS FEBRUARY 2019

On October 24, 2018, the City Council reviewed and adopted the 2018 Unfunded Liabilities Strategy where the Town will make a \$1.05 million supplemental contribution to CalPERS, transfer \$1.0 million to the PARS 115 Pension Trust, commit \$650,000 towards an Accrued Leave Reserve, continue contributions to OPEB per the 2017 GASB 75 OPEB Valuation report, and budget supplemental contributions to PARS 115 Pension Trust at 6.0% or 6.5% discount rate. The strategy will be re-evaluated every two years and the funded status of the unfunded liabilities will be reported as part of the annual audit process.

As of January 15, 2019, the Town transferred \$2.05 million from the Town's SMC Pool investment account. By the end of February, Staff will transfer \$1.05 million to CalPERS and \$1.0 million to the PARS Pension Trust.

Staff along with NBS consultants completed the Cost of Service analysis for the Town's Building, Engineering and Planning Departments. The City Council held two study sessions and staff plans to bring back the Cost of Service Fee Schedule for Council consideration and adoption at the February 2019 Council meeting after final review by the City Attorney's office which may include updates to the Municipal Code and Administrative Code.

The City Manager's Office along with Finance and Public Works Department is preparing to present the 5-year Capital Improvement Program at a special meeting in February. The program will address the long-term capital needs of facilities, streets, vehicles, operations, and other Town

infrastructure. The program will be funded through grants, special taxes and the Capital fund, including a proposed annual contribution from the General Fund.

STATUS JANUARY 2020

Staff has completed Sanitary Sewer Assessment and the findings were presented to the City Council in the summer of 2019. Based on the results of the Sanitary Sewer Assessment staff will propose Capital projects for consideration repairing and addressing potential capacity issues. Staff will also evaluate the need for a sewer fee study. This may only be necessary if the Town wishes to make Sewer Operation (including Capital) a true enterprise fund where it will be fully self-funded.

Finance will also look to develop a Request for Proposal for Independent Auditing services. The Town has used the same Independent Audit firm for over ten years. Best practice in this area is to go to market every 5 years to review for these services. Staff will also look to update contracts through the RFP process (i.e. Landscaping, Trees, etc.)

Proposed New Initiative to Identify and Address Other Threats to Town's long-term fiscal health

Explore potential new tax measures and other methods of diversifying the Town's General Fund revenue sources, including local sales tax, parcel tax, and/or business/landscape district.

Identifying and Addressing Other Threats to Town's long-term fiscal health has been included in the 2020-2022 Strategic Plan.

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 Chiang Mai 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)
- Examine and plan for more recreational opportunities for the Town’s teen population
- Examine feasibility and plan for bicycle rodeo

STATUS JANUARY 2018:

Staff has collaborated with Republic Services to recognize Town businesses (Woodlawn Cemetery) during the Holiday House Decorating Contest.

Staff created the 1st Dia De Los Muertos Alter display located at the Colma Community Center.

In 2017 staff created and developed two new teen programs to provide recreation opportunities to Colma teens.

Open Teen Center has gained traction as it has now established a reoccurring group of youth participants on a weekly basis.

The Teen Advisory Board has yet to be established. Staff is using the opportunity to develop relationships with teens through the Open Teen Center to create and establish the Teen Advisory Board. Once established, the Teen Advisory Board will learn about city government and establish program ideas and provide teens with community service opportunities.

In 2017 Staff created and implemented the Colma Community Street Fair and Bike Rodeo. The community event brought in over 200 participants to the Colma Community Center. Live Music, Food Truck and over 20 businesses and craft vendors participated in the event. The bike rodeo consisted of a bike obstacle course, a bike repair station and a BMX bike stunt show and safety workshop.

STATUS FEBRUARY 2019

Staff was able to successfully collaborate with the Italian Cemetery to establish the Movies in the Cemetery event. The department provided an outdoor movie night located at the Italian Cemetery Mausoleum through a use agreement prepared by the City Attorney’s office. The open

grass area was utilized to provide space to 200 participants. Due to the success of the event, the Italian Cemetery has reached out and offered to host the event location again this year.

Staff implemented the new Día De Los Muertos Community Festival. With 250 people in attendance, the festival included a live band, dance performances, DJ, face painting, kids' activities and an alter display. The event was successfully coordinated with dance instructor Vanessa Mosqueda-Velez, who donated her time in creating the alter display, and provided Aztec dance performance free of charge to the Town.

The Recreation Department held its annual tree lighting and holiday craft night at the new Town Hall Plaza. The community event included, caroler performances, an appearance by Santa and Mrs. Claus, holiday crafts including; gingerbread house, and ornaments. Staff also provided hot chocolate and cookies throughout the event.

Recreation Staff helped to coordinate and implement the Soft Opening and Grand Opening of Town Hall. For the soft opening recreation staff provided appetizers for the event and coordinated with City Manager and Mayor on developing invitations for both the soft and grand opening. Recreation staff provided designs for Grand Opening invitation and commemorative candy bar giveaway.

The Recreation Department has successfully collaborated with the Colma Police Department to implement the new Colma Teen L.E.Y.P (Law Enforcement Youth Program) The success of the program has helped to establish a regular group of teens to participate in educational workshops as well as fun social outings. Workshops included; Distracted Drivers, Tobacco prevention, and red ribbon awareness. Social outings included; Great America's fright night and Cops and Cones ice cream social.

The Sterling Park playground upgrade is now in its final stage of completion. The project includes an expanded playground area, additional picnic tables, and par course workout equipment.

Recreation staff along with the City Manager's Office attempted to coordinate a regular Farmer's Market event as well as "Off the Grid" events however, we were unsuccessful. Off the Grid" was interested in coming to Colma but the Town, in coordination with the shopping centers, could not secure a regular venue. The Farmer's Market event organizers that we reached out to showed very little interest in starting a Market in Colma. Also, in coordination with the shopping centers, Town staff struggled to find a regular venue for this type of event as well.

The Bark Park Capital Improvement Program project will be included in the 5-year CIP which is scheduled to be presented to the City Council in February 2019.

STATUS JANUARY 2020

The Recreation Department plans to continue collaborating with local cemeteries for community events. It is the departments goal to continue the cinema in the cemetery program with the Italian cemetery. Due to the popularity of the event and the Italian cemetery's willingness to work with the Town, staff would like to create an outdoor movie series event, similar to the summer concert series. However, a cemetery movie series, may require additional resources.

Due to the success and popularity of the Dia De Los Muertos event, the event has outgrown the Colma Community Center. Staff would like to reach out to Woodlawn Cemetery to see if they would like to collaborate in the Día De Los Muertos event and have it hosted at Woodlawn cemetery. This would allow for additional space for participants. additional altar displays, live dancing and music and artisan vendors.

Recreation staff along with the Colma Police Department will continue to develop the Colma Teen L.E.Y.P program, by developing more educational workshops and social outings.

Staff will continue to explore the feasibility of becoming an Age Friendly City in San Mateo County. Staff plans to reach out to Supervisor Canepa who is initiating this effort.

The Offering of more Community Based programs will be carried over to the 2020-2022 Strategic Plan.

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

STATUS FEBRUARY 2018:

In 2017 the Police Department conducted 2,187 residential patrol checks, 494 residential foot patrols and 818 business checks.

Officers were involved in a total of 96 community events in 2017. Many of these events involved the Town's youth and seniors, in collaboration with the Recreation Services Department. The Police Department will continue to maintain these efforts throughout 2018.

In 2017 the Colma Police Department, in partnership with the Colma Fire Department, held an "Are You Ready" training session at the Colma Community Center. We extended the invitation to Broadmoor PD and their residents for this emergency preparedness training session. Two Emergency Operations Center (EOC) exercises were conducted with Town staff. The first exercise was an incident involving an earthquake scenario. The second was a Web EOC exercise, training staff on how to report incidents and requests resources county-wide during a natural disaster.

In 2017 Police Department staff worked on potential solutions to parking problems in the Sterling Park neighborhood and other areas of Town. Staff recommended changing the number

of preferential parking permits to (4) four per household, and eliminating guest permits altogether. Temporary parking permits may be requested from the Police Department for fourteen days at a time and no more than fifteen times per year. These changes were adopted by City Council in 2017.

Other parking areas that were identified as needing attention were businesses on El Camino Real, fronting Sterling Park and parking zones north of F Street on El Camino Real. This area was changed to a two-hour parking zone all day, every day.

Police Department enforcement efforts have resulted in 354 parking citations in the Sterling Park neighborhood and a total of 1,252 Town wide. The Police Department received authorization from City Council to hire a part time Community Services Officer to enhance our parking enforcement efforts.

STATUS FEBRUARY 2019

In 2018 the Colma Police Department, in partnership with the Colma Fire Protection District, continued our Emergency Preparedness training. There were two “Are You Ready” training sessions, one in February and one in June. The Colma Police Department also held one EOC tabletop exercise involving staff managing a response to a major earthquake. The EOC was activated and various scenarios were presented to the participants. The San Mateo County Office of Emergency Services critiqued the performance and provided a passing rating.

Colma Police Department staff participated in the Stay Safe resident event, District 5 Emergency Preparedness Fair and coordinated training for resident’s and citizen’s on how to survive an Active Shooter incident.

Officers from Colma Police have been involved with four C.A.P.E. (Community Action Plan For Emergencies) training days. Due to the popularity of the program, training programs will continue in 2019.

Various parking issues in the Town’s jurisdiction were identified and the Colma Police Department worked on addressing these issues and concerns. Proposed amendments to the Town’s parking regulations were prepared in conjunction with Police, Public Works and the City Attorney’s office and were approved by Council and enforcement began on January 1, 2018.

Changes made were; eliminating the preferential guest parking permits, limiting the number of parking permits per household to four, and allowing a qualified resident to request temporary parking permits up to fifteen times per calendar year, for fourteen days each.

The parking zone located on El Camino Real for the businesses in Sterling Park was changed from every 2 hours to enforcement 24 hours per day, every day. The parking zone on F Street near the Italian Cemetery was redefined as a parking zone for vehicles without preferential parking permits.

One part-time Community Service Officer was hired to support parking enforcement. In 2018 there were 1,805 parking citations issued Town wide, including 792 in Sterling Park. This is an

increase compared to 1,252 parking citation issued Town wide in 2017, with 354 issued in Sterling Park.

There was one additional officer assigned to the Bicycle Patrol Unit in 2018. These assigned officers patrolled the residential and business communities. Most of their time was spent in the Metro Shopping Center and Serra Center to deter auto burglaries and theft related crimes. Officers conducted 2,737 residential checks including 1,176 in Sterling Park, 674 in The Verano and 287 in Hoffman Villas. Officers conducted 871-foot patrols Town wide. Officers also conducted 713 business check during the year.

The Colma Police Department in collaboration with the Colma Recreational Services Department partnered to create a Youth Outreach Program. This program named "L.E.Y.P." stands for Law Enforcement Youth Program. Officers met with youth one day per month starting in June 2018 and participated in several events. Events included educational programs such as seminars on drugs and drunk driving, and field trips to Dave and Buster's and Great America for Halloween Haunt. Colma PD secured a \$10,000 grant to help fund this program.

Youth Outreach Program Events (7):

- June 28 – Cops and Cones, program introduction
- July 26 – Dave and Buster's, meet and greet
- August 30 – Distracted Driving, educational presentation by Impact Teen Drivers
- September 27 – Tobacco Prevention, educational presentation by SMC Health Services
- October 25 – Drug Abuse Prevention, educational presentation by Colma PD and SMC S/O
- October 26 – Halloween Haunt at Great America
- November 29 – North Peninsula Food Pantry, volunteer service

Officers attended a total of 119 Community Events for 2018 and continued to educate the public through social media posts:

- 174 Facebook posts
- 185 Twitter posts
- 36 Nextdoor posts

Posts included crime prevention and safety tips, current crime trends, community events and other miscellaneous information.

STATUS JANUARY 2020

Colma Police Department Community Outreach completed goals for 2019 include;

- **Improvement of parking within Town. Staff is made changes to the parking codes for Mission Road, Collins Ave. and El Camino Real. Medical Caregiver parking permit ordinance has been adopted in the preferential parking zone.**
- **Recruitment for a part-time Community Services Officer**
- **Recruitment for full-time police officer, reserve officer and potential new position - property/evidence technician.**

- **Educating employees and residents on disaster preparedness through the following programs.**
 - **Are You Ready**
 - **C.A.P.E./Community Emergency Response Team (CERT)**
 - **EOC exercise**
- **Conducted additional outreach to our business community regarding crime prevention and safety.**
- **Sent staff to Crisis Intervention Training. Seventy-five percent of our officers are now trained in CIT.**
- **Completed Dispatch Center upgrades.**

Proposed New Initiatives to Quality of Life

- Staff would like to collaborate with a local cemetery to establish a 5k Ghost walk event. Staff would work with local cemeteries, the Colma Police Department, Colma Fire Protection District and local business to create a safe walking route for residents and participants from surrounding areas to enjoy. The event would include a marked 5k walking path, and an event starting/end point which could include, DJ music, food trucks, family activities, photobooth station and other forms of entertainment. However, a 5k Ghost walk event may require additional resources.
- Recreation staff would like to develop and incorporate a Holiday for all event in which the department would provide craft or storytelling activities representative of all holidays.
- Explore an annual Internship/Student Aide program to offer on-the-job training and introduce city governance to qualified candidates. The program will be offered to students (16 and older) and interested residents. The Santa Clara/San Mateo County Regional Internship Program pays \$12 to \$20 per hour dependent on the scope of work and will be subject to the State's minimum wage law. This program will be managed and funded by the Town, through use of General Fund. Intern projects include managing the Town's website, introducing new online-civic engaging tools, assisting in the records retention software system, assisting in software integration and Recreation programming (i.e. Day Camp, Facilities and Special Events).

STATUS JANAURY 2020

The FY 2019-20 Budget included the first internship/student aide program and staff is in the midst of developing the job description. Staff will also partner with Regional Internship Program to help market and attract potential candidates.

New Quality of Life programs have been included in the 2020-2022 Strategic Plan.





STAFF REPORT

TO: Mayor and Members of the City Council
 FROM: Brian Dossey, City Manager
 MEETING DATE: January 16, 2020
 SUBJECT: 2020-2022 Strategic Plan Workshop

INTRODUCTION

This Workshop will focus on development of the 2020-22 Strategic Plan, which will include goals and programs in five updated priority areas: Resiliency, Operations, Economic Development, Community, and Capital.

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.

In the summer of 2019, the City Council along with Staff updated the Value Based Code of Conduct. Staff is proposing the following changes to the Value Statement which are in alignment with the Town's Value Based Code of Conduct.

Value Statement

We treat all persons, claims and transactions in a fair and equitable manner.

We make decisions after prudent consideration of the financial impact, considering the long-term financial needs of the agency, especially its financial stability.

We work to build trust with one another and the community to foster an inclusive, supportive and open environment.

We promote intelligent and thoughtful innovation in order to forward the Town's policies and services.

Priority Areas

Staff recommends focusing on some of the Priority Areas from the 2017-19 Plan; Operations, Economic Development and Community. In addition to those Areas, staff is proposing the following new Priority Areas:

- "Resiliency" in place of Significant Mandates – Resiliency includes Financial Health (revenue strategies & cost containment), Workforce Development, Climate Adaptation and Emergency Preparedness. Since Significant Mandates are required by law, they do not seem like they fit in a strategic plan document. We have to comply with significant mandate programs regardless, whereas with "Resiliency" there is more discretion on how the programs are funded as well as whether they fit the needs of the Town and Community. The Town will continue to comply with the significant mandates programs, however, they no longer need to be included in the Strategic Plan document.
- "Capital" in place of Financial Health – Financial Health is built into "Resiliency" and our Capital Programs should tie into our Strategic Plan because, again, with "Capital" there is more discretion on how the programs are funded as well as fit the needs of the Town and Community.

Goals

The past three years have proven very fruitful in terms of completing items on the Strategic Plan. Additionally, the goals established by Council for the 2017-19 Plan created a very clear roadmap for staff to follow. While staff is maintaining some of the goals from the 2017-19 plan for the 2020-22 plan, staff is recommending some new goals and programs that are more in alignment with the current climate that affect cities today and may better fit the needs of the community in the future.

Recently staff attended the League of California Cities Annual Conference in Long Beach. At the conference, presenters focused on challenges cities are going to face in the future and how to best position your city to attract businesses, visitors and new residents to your community. Some of the challenges that were presented were:

- In 2025, forty percent (40%) of the workforce is going to be millennials and they will demand that technology be available to comment in real time, report issues, solve

problems, respond to concerns, and conduct day to day business from a hand held device, laptop or tablet. Millennials will also demand that city infrastructure is ready and available for upcoming and new communications.

- There will be 20 million Baby Boomers nation wide and they will need senior services from mobility, accessibility, programs and services.
- New residents will demand affordable housing that is accessible by public transportation in cities that have thriving businesses to not only work at, but to also have shopping opportunities and have entertainment options.
- The future of retail is changing, with more online sales and the emergence of Amazon and other online retailers, brick and mortar store footprints are shrinking. Consumers are demanding shopping centers to have entertainment and experiences, and in some instances mixed use.
- The sense of community and placemaking is more desirable among all populations. It is important to continue to create opportunities for the community to gather at events, create a sense of place or space when updating roadways or facilities, and to incorporate a city's history into facilities and/or infrastructure.
- Costs for services. How do cities keep up with providing exemplary services, adding new programs and projects while revenues cannot keep up with expenditures?

Staff has revised some goals and programs to address these future challenges positioning the Town to better provide services for businesses, residents and visitors.

Programs

The final task will be to approve, revise and/or develop new 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 the draft 2020-22 Strategic Plan that briefly explains programs recommended by staff for consideration.

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



DRAFT 2020-22 STRATEGIC PLAN**Value Statement**

We treat all persons, claims and transactions in a fair and equitable manner.

We make decisions after prudent consideration of the financial impact, considering the long-term financial needs of the agency, especially its financial stability.

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We promote intelligent and thoughtful innovation in order to forward the Town's policies and services.

Goals and Priority Programs

Area:	<u>Resiliency:</u>	<u>Operations:</u>	<u>Economic Development:</u>	<u>Community:</u>	<u>Capital:</u>
Goal:	<i>Ensure long term Financial health, Workforce development, Emergency preparedness and Climate adaptation</i>	<i>Increase Civic engagement, Transparency and use of Technology</i>	<i>Create Placemaking & Develop marketing strategy</i>	<i>Build upon our Community identity & Maintain quality of life</i>	<i>Update Infrastructure and Beautification</i>
Programs:	* Develop Revenue Strategies to meet rising costs	Build efficiencies through Technology	* Update General Plan	* Public Art Programs & Wayfaring	* Improve Streets, Sidewalks and Bikeways providing access to all
	* Workforce Wellness, Engagement, Retention and Recruitment	* Engage community with strong Social Media presence and Civic Partnership	Commit resources to support expansion or relocation of businesses	Public outreach to residents and youths	Upgrade Sewers and Storm drains ensuring Health & Safety
	Update Climate Action Plan, Consider Reach Code Ordinance and Recycled Water Program	Research and implement technology increasing transparency	* Develop Branding Campaign	* Age Friendly Cities Initiative	Maintain City Facilities & Consider Long-Range Plans
	Disaster mitigation response and recovery	* Explore Smart City Applications	Prepare for the Future of Commercial Real Estate and Retail	Develop programs that embrace our Culture and Heritage	* Update Major Equipment, Technology & Fleet

*Priority Program

Programs

Resiliency

Ensure long term financial health & lead the efforts for Climate Change

- Develop Revenue Strategies to meet rising costs *
 - **Description:** Financial stability continues to be the Town's top priorities. In recent years, the Town explored a voter-approved Transient Occupancy Tax (or hotel/motel tax), established Unfunded Liabilities Funding Strategy, and sought out grant opportunities. The next steps in ensuring financial stability include possible service cuts, which are part of the annual budget process, and additional revenue sources through the development of revenue strategies. This program will commit resources to researching long-term revenue sources for the upcoming elections in 2020 and 2022. This will include conducting studies, surveys, and public outreach to identify potential revenue strategies. Possible strategies include but are not limited to; sales tax, business license tax, and cannabis tax.
 - **Assigned to:** CMO & Finance
 - **Description:** In 2017-19 Strategic Plan the City Attorney provided a confidential memo to staff that outlined some of the initial steps that it would take to establish a Landscape or Lighting District. The critical step would be to ensure that the Town could collect revenues to support the District. Establishing a landscape and/or lighting district could reduce the General Fund's exposure to costs associated with streetscape landscaping and lighting costs. During FY 2020/21 staff will analyze whether a lighting and landscaping District is recommended and will bring that recommendation to Council.
 - **Assigned to:** DPW, CMO & City Attorney
 - **Description:** Begin steps to convert the sewer fund into a self-sustaining fund, where assessed sewer rates will be sufficient to support sewer maintenance, sewer treatment, conveyance costs, and future sewer capital improvements
 - Review and negotiate contract with Daly City and South San Francisco on the sewer treatment and conveyance cost
 - Conduct sewer fee study
 - Notice and engage public regarding potential fee changes
 - **Assigned to:** DPW, Finance & City Attorney
 - **Description:** Engage Cal Water exploring the feasibility of Citywide Water Purveyor Franchise Agreement
 - **Assigned to:** DPW, CMO & City Attorney
- Workforce Wellness, Engagement, Retention and Recruitment *
 - **Description:** The Colma Value Based Code of Conduct identifies work-life balance as an "in practice" statement under the value of Fairness and developing stronger relationships is identified under the value of Responsibility. Using these Values as a guide to employee retention and recruitment are essential to the Town's resiliency.
 - **Employee Retention & Wellness.** Engaging with existing employees through workgroups and individually to brainstorm and create a wellness program that is affordable and useful to Town Staff. This may include new web and phone applications to provide literature to employees on

- **Assigned to:** Recreation, Police Department and CMO

Operations

Increase Civic Engagement & Transparency

- Build efficiencies through Technology
 - **Description:** Implement the use of credit cards at Town Hall & Police Station making it easier for residents, businesses and visitors to pay for services. Also explore opportunities for online payments through the Town's web site. The addition of a new merchant or point of sales system will be part of the purchase and implementation of the new Financial Software Replacement system (ERP).
 - **Assigned to:** Finance, CMO & Police Department
 - **Description:** Digitize Public Records through a Document Management & Codification System. This will enable the Town to reduce the use of paper and allow the general public to search for public records electronically saving staff time while creating convenience for the public. Prior to the implementation of a Document Management System, staff will first update Record Retention Schedule at a future City Council meeting.
 - **Assigned to:** CMO & IT
 - **Description:** Research the feasibility of an electronic signature program (i.e. Docu Sign) streamlining the execution process of contracts and agreements, saving paper, staff time and postage.
 - **Assigned to:** CMO & IT
 - **Description:** Explore and implement a software solution that will enable our commercial entities the ability to register their business and pay the business registration fee electronically. This will save on staff time, paper, and digitize our commercial business contacts.
 - **Assigned to:** CMO, IT & Planning
- Engage community with strong Social Media presence and Civic Partnership *
 - **Description:** Engage community through Social Media using different tools and applications informing and building a regular dialogue with the community. Tools such as Facebook – Town Hall, Twitter, Instagram, Next Door, and other Public Sector applications (i.e. My Civic), will be explored.
 - **Assigned to:** CMO, Police Department & Recreation
- Research and implement technology increasing transparency
 - **Description:** The Colma Police Department has been researching the feasibility and implementation of Body Worn Cameras over the last couple of years. While the program would provide the Town with additional coverage from liability and protect the police officers from being falsely accused, there are also concerns over costs, program management, ever changing technology and compatibility with the San Mateo County evidence management software program. The Colma Police Department will continue to monitor the Body Worn Camera program and may look to implement a solution once the new in-car camera systems are acquired as part of the 2021 Capital Improvement Plan.

- **Assigned to:** Police Department
- **Description:** Financial transparency is critical to building trust, creating civic engagement and ensuring public accountability. Financial transparency will be part of the Financial Software Replacement system (ERP). This may include better integration with the Town’s current online transparency platform OpenGov or other similar products, additional integration systems, a space for storytelling, and other effective budgetary and fiscal communication tools.
 - **Assigned to:** Finance and CMO
- Explore Smart City Applications *
 - **Description:** Research and explore electronic applications and tools that will enhance the Town’s ability to communicate to the residential and business community and manage assets and resources more efficiently by way of electronic data collection and technology. Applications and tools can be applied to economic development, mobility, sustainability, community and government.
 - **Assigned to:** CMO, IT, DPW, Finance, Planning and Recreation

Economic Development

Create Placemaking & Develop Marketing Strategy

- 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:
 - Prepare an Existing Conditions Report and present to the City Council in early 2020.
 - Prepare the Draft General Plan to City Council in late 2020
 - Drafting of Program Environmental Impact Report (PEIR).
 - Adoption of General Plan and PEIR in first quarter of 2021.
 - **Assigned to:** Planning, CMO, and City Attorney.
- Commit resources to support 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.
 - Update local regulations to accommodate economic development (if necessary), including modification of Town regulations to accommodate Town Center (Urban Design) plan.
 - Research contracting with Economic Development consultant to communicate, build trust and share information amongst the Business community and to produce an economic profile for the Town that maybe used to attract businesses to Colma.
 - Continue working with the Town’s shopping centers to address infrastructure needs.

- Develop plan to engage businesses that foster the development of business through events, mixers, and programs.
 - **Assigned to:** CMO and Planning
- Develop Branding Campaign *
 - **Description:** The 2012 Economic Development Plan identified several strategies within the framework of the study. One of the strategies was to create Branding and Promotional Materials emphasizing Colma’s commercial activities. Phase 1 of the project will be to prepare an RFP and hire a firm to develop a community branding campaign. The process will involve local outreach, surveys, interviews with business leaders, and other research, and utilizing this information to establish creative options for the community’s brand. Phase 2 will be to launch an expanded image and branding campaign highlighting Colma’s brand through logo, marketing brochures, letterhead, streetlight banners, promotional campaigns, advertisements and tag lines.
 - **Assigned to:** CMO, Planning and Finance
- Prepare for the Future of Commercial Real Estate and Retail
 - **Description:** With the increase of online retail growing each year, the threat to the traditional shopping center is real. Industry experts have advised that shopping centers and brick and mortar retail need to evolve into mixed use, office and entertainment centers that will enable shopping centers to remain viable. Also, with the model for purchasing a vehicle beginning to change (storefront/online/delivery service) and with the autonomous vehicles just over the horizon, how does Colma prepare for potential change along Auto Row. Over the next several years staff will need to evaluate the changes in revenue sources to support the changes in land use. (i.e. impact fees, assessments, business registration, etc)
 - **Assigned to:** CMO, Planning and Finance

Community

Build upon our Community Identity & Maintain Quality of Life

- Public Art Programs & Wayfaring *
 - **Description:** Research and Develop a Public Art Program that enhances and beautifies the Town for residents and visitors. The program may include;
 - Internal Public Art programs that focuses on Colma’s unique History & Culture around Public Facilities and within the Right of Way.
 - Explore external program where developers may install public art as part of development or apply impacts fees to development to fund public art programs on public property.
 - Develop a wayfaring program that directs visitors to parks, historical places, cemeteries and retail areas.
 - **Assigned to:** Planning and CMO
- Public outreach to residents and youths
 - **Description:** The Colma Police Department will continue our Law Enforcement Youth Program (LEYP) in collaboration with Recreational Services. There are (7) seven events planned for 2020 including a SF Giants game and Great America Halloween Haunt. The goal of the Youth Outreach Program is to prepare youth for the opportunity to recognize and resist peer pressure and negative influences as well as educate youth

on topics such as anti-bullying, gang prevention, and the importance of academics. The program also allows teens to get to know Colma Police Officers and have a better understanding about Law Enforcement.

- **Assigned to:** Police Department & Recreation

- **Description:** Parking is an ongoing quality of life issue that the Colma Police Department will continuously monitor and develop strategies to prevent excessive congestion and safety concerns. The Colma Police Department collaborates with DPW and other Town representatives to develop parking policies that address parking issues. The Colma Police Department is researching automated parking systems and technologies that will enhance employee workflow and provide residents with an easier way to obtain parking permits and temporary parking permits.

- **Assigned to:** Police Department and DPW

- **Description:** The Colma Police Department partners with LifeMoves, a non-profit group consisting of outreach workers, or Hot Team (Homeless Outreach Team), that meet with law enforcement regularly to identify where homeless individuals and families reside, work to develop a rapport with the homeless citizens, make referrals to primary and behavioral health care, connect unsheltered homeless people to housing resources, and provide access to basic needs such as meals, showers, toiletries, and emergency shelter. The Colma Police Department partners and collaborates with San Mateo County resources and services to assist the Colma community with unsheltered homeless individuals and families. Funding for 2020 will come from the remaining BSCC grant money and LifeMoves is currently submitting a proposal for Measure K funds for future services in San Mateo County to include North County agencies.

- **Assigned to:** Police Department

- Age Friendly Cities Initiative *

- **Description:** In the summer of 2019 the County announced that Colma would be the next pilot city to work with CAFÉ, implementing the Age Friendly City Initiative. The Age Friendly Cities Initiative is a program that promotes the wellness of our senior population in the areas of mobility, accessibility, recreation, and overall quality of life. Staff intends to begin work with CAFÉ in the early part on 2020.

- **Assigned to:** Recreation

- Develop programs that embrace our Culture and Heritage

- **Description:** Develop and coordinate programs and events that celebrate the History and Culture of the Town. This may include enhancements to existing programs or development of new programs. The focus will be to highlight and preserve Colma's unique and rich history. Opportunities for programming may include partnering with the local cemeteries, businesses and historical association. Potential programming includes events surrounding;

- Halloween (i.e. Trunk or Treat, Senior Trick or Treat, 5k Ghost Run/Walk)
- Veteran's (i.e. Community Garden, Earth Day, etc.)
- Cultural (i.e. Dia de los Muertos, Parol Lantern workshop, Multi-Cultural week)
- History (i.e. Scavenger Hunt, Promote History through Social Media, Cemetery Tours, etc.)

- **Assigned to:** Recreation

Capital *Update Infrastructure and Beautification*

- Streets, Sidewalks and Bikeways *
 - **Description:** Complete Serramonte/Collins Master Plan & Phase in Projects to CIP - This project provides a Comprehensive Review and Master Plan for Serramonte Boulevard as well as Collins Avenue. The Master Plan includes: Design of beautification elements, A Master Plan addressing vehicular traffic improvements, bicycle and pedestrian mobility, safety improvements and green infrastructure, an economic development outlook that analyzes the cost of the improvements and the incremental rate of return from increased business activities in the study area, and the economic development component in the plan should also suggest funding and implementation strategies. Once the Plan has been completed, staff will propose Capital Projects with a phased in approach to improve the roadway.
 - **Assigned to:** Planning & DPW
 - **Description:** The Annual Roadway Rehabilitation and Preventative Maintenance Program (PMP) includes minor repairs, such as crack sealing, and major rehabilitation, such as slurry seal and mill and fill. The goal of the program is to maintain the Town's Pavement Condition Index at 80 or above. The roadway selected for rehabilitation from 2019-2024 is based on the last PMP completed in 2016-17. The project budget includes design, construction management and construction costs for six roadways throughout Town and each roadway project will be phased in over the next five years. Total project cost for 2019-2024 is \$917,900.
 - **Assigned to:** DPW
 - **Description:** The El Camino Real Bicycle and Pedestrian Improvement Plan will provide guidelines and directives for a comprehensive bicycle and pedestrian safety program along a portion of the El Camino Real corridor, (State Route 82) in the Town of Colma, from Daly City to South San Francisco. The project will strive to improve community mobility along this portion of the roadway by creating a vision to increase and enhance various modes of transportation, including walking and bicycling, while providing opportunities to increase ridership on public transportation. Upon completion of the Plan staff will begin to research funding opportunities for the Capital improvements.
 - **Assign to:** DPW, CMO & Planning
 - **Description:** The Mission Road Bicycle and Pedestrian Improvements Project includes implementation of several safety-related improvements for pedestrians, bicyclists and vehicles along Mission Road between El Camino Real and Lawndale Boulevard. The project is scheduled to go out to bid in early spring with construction to begin in the summer of 2020 and completed by the fall of 2020.
 - **Assigned to:** DPW & Planning
 - **Description:** Median landscapes along Lawndale Boulevard and El Camino Real are in need of rehabilitation. Additionally, the landscape along the backside of the sidewalk along the Northside of Lawndale Boulevard needs to be addressed as well. Phase 1 is the conceptual review of the landscaping and public use and enhancement on Lawndale Boulevard and El Camino Real. Phase 2 will provide "Shovel Ready" project plans, specifications and estimates (PS&E) and preparing a bid package. Phase 3 is the

construction phase, which includes awarding the contract, and building and inspection services, and construction. The study will also focus on green infrastructure possibilities, stormwater enhancements, and recreational features. Grant opportunities may be available for Phase 3 of this project.

- **Assigned to:** DPW

- Sewers and Storm drains

- **Description:** Sections of the Colma Creek concrete channel has deteriorated over the years. Because there are different levels of deterioration, a study will need to be performed as phase 1 of the project. This study will identify, categorize and map the deteriorated areas, estimate costs to repair and identify what outside permits are to be required to enter and repair the creek walls and floor. Phase 2 of the project will be to prepare plans and specifications for the project along with applying for and obtaining all necessary permits to perform the work. Phase 3 will be the preparation of the bid documents, project and construction management and the repair work.

- **Assigned to:** DPW

- **Description:** Storm Drain System Assessment and Mapping - The project will review and analyze the Town's 11 miles of the Storm Drain System. The process will be to start assessing the current Storm Drainage system by way of internally videoing the system as is. The video would provide several insights; it will unveil any needed repairs and unrecorded blind or illegal connections. The findings that come through the videoing process will allow staff to budget for repairs or enhancements to the storm drain system. Only portions of the system will be addressed each year. The project is expected to be a 3-year effort; funding will be requested on an annual basis for that specific scope of work.

- **Assigned to:** DPW

- City Facilities & Long-Range Plans

- **Description:** The Bark Park located on lower D Street provides dog owners a site where they can allow their pet to play, run and commune with other dogs. Though the park caters to dogs, it is also a place where residents can meet while their pets play and be contained within a safe and confined area.

- **Assigned to:** DPW & Recreation

- **Description:** The Historical Museum Facility is currently in need of painting. The work includes minor building repairs such as plaster touch up, dry rot repairs, and window trim repairs or replacement.

- **Assigned to:** DPW

- **Description:** Several of the Town owned facility parking lots are in need of reconstruction and/or resurfacing along with restriping and Americans with Disabilities Act (ADA) upgrades. The project will address long term parking lot maintenance and reconstruction needs at: Creekside Villas, Colma Community Center and Historical Campus, the Police Station and Public Works Corporation Yard.

- **Assigned to:** DPW, Police Department, CMO, And Recreation

- **Description:** Recreation Operation and Facilities Master Plan - The Recreation Department has grown over the last several years. The department has added additional community events, in-house programs and contract programs. The department plans to

continue to grow in all areas of service; more specifically in teen and senior programming. The department seeks to develop solutions to facilities' needs that will better serve our current and future residents.

- **Assigned to:** Recreation

- Major Equipment, Technology & Fleet *

- **Description:** Financial Software Replacement - The Town of Colma currently uses Eden Software provided by Tyler Technologies to record, manage and track all of the City's revenues, expenditures and financial transactions. The Eden Software product is being phased out by the vendor. It will need to be replaced with another Financial Software System prior to the end of life of the Eden Software product. The estimated cost for this project is \$350,000.

- **Assigned to:** Finance & CMO

- **Description:** IT Infrastructure Upgrades - The ongoing maintenance of computers, as well as the Town's backbone network, requires periodic upgrades to ensure that operations continue. The project includes: replacement of desktop computers and other equipment, technology needs at Town-owned facilities, software updates, and upgrades to servers, switches and routers.

- **Assigned to:** CMO

- **Description:** Vehicle Replacement Schedule - This Capital Improvement Project covers the purchase of vehicles and major fleet items Town-wide. Over the next five years the Town anticipates in will replace fleet vehicles at a cost of \$1.2 million. During vehicle replacement staff will look for opportunities to extend the fleet to save costs, look for Electric Vehicle opportunities and funding that would subsidize those purchases.

- **Assigned to:** Finance, Police Department and DPW

- **Description:** Equipment Purchase and Replacement - This Capital Improvement Project covers the purchase of major equipment Town-wide. In the FY 2019-20, the Police Department is requesting to update the dispatch center radio and equipment. The Police base station radio and dispatch console equipment are nearing its useful life. The dispatch center will be upgraded to digital in preparation for future radio updates. The radio itself will remain an analog system to be consistent with other Police Departments in San Mateo County and to communicate with Town Officers. The project funding of \$400,000 is required in FY 2019/20 through FY2021/22.

- **Assigned to:** Police Department

* **Priority Program**