



City Council Strategic Elements

Fiscal Sustainability

- Practice sound and responsible financial management, while providing fiscally sustainable government services that address the needs of the community.
- Support and sustain a business environment that contributes to economic prosperity and revenue generation, and improves the economic well-being of the community.
- Promote a balanced economic development approach that retains, attracts, and supports businesses Citywide for a strong, stable, complementary, and diverse business environment, including tourism, coastal resources, conservation, and farmland cultivation.

Healthy Communities & Public Safety

- Foster opportunities for affordable housing for very low, low, moderate, and above moderate income households, including entry level housing, shared housing, etc.
- Enhance safety for pedestrians, bicyclist, and motorists through a “complete streets” approach.
- Promote the health and well-being of children, youth, families, and adults of all ages and abilities.
- Promote a sustainable, comprehensive, and forward looking environmentally/green conscious community.
- Prepare City staff and community members for inevitable natural disasters and other emergencies.
- Provide comprehensive and innovative law enforcement services to reduce crime and the fear of crime; Inform and educate the community around crime prevention and awareness.

Inclusive Governance

- Manage the operations of the City as an engaged, collaborative, and responsive team of professionals who provide services in an effective, accountable, and inclusive manner.
- Emphasize a high level of community engagement through public outreach and building mutually beneficial, innovative, collaborative community partnerships throughout the City.
- Provide organizational development that invests in staff leadership skills development and other human resources, to attract, develop, support, and retain a highly qualified, valued, and diverse municipal workforce.
- Maintain accuracy, consistency, and frequency in the City’s public communications, and increase Half Moon Bay’s efforts to build credibility and mutual trust with the community.
- Provide and manage a repository of City records that is easily accessible to the general public.
- Promote diversity by improving knowledge of and accessibility to City services among the Latino community with emphasis on bilingual access and inclusiveness and civic participation.
- Continue and enhance transparency and accountability with community members, providing easy access to information, helpful and informed staff, and meaningful opportunities to participate in the City’s decision-making processes and other municipal and community activities.

Infrastructure & Environment

- Preserve, upgrade, and maintain existing City infrastructure to manage and make progress on the backlog created as a result of deferred maintenance.
- Maintain functional and effective usage of City facilities; Sustain efforts to maintain the City as clean, inviting, accessible and aesthetically pleasing, throughout all segments of the community.
- Continue to build and enhance a more sustainable and resilient community by incorporating green and sustainable infrastructure projects and environmental conservation.
- Utilize technology to maximize efficiency and productivity for improved City operations.

City Council Strategic Priorities

FY 2019-20

| Affordable Housing | Emergency Preparedness | Traffic and Transportation Demand Management | Sustainability | Minimum Wage |
|--|---|--|---|--|
| Develop a plan to best utilize and replenish the City's affordable housing funds | Update the City Emergency Operations Plan (EOP) | Develop Transportation Demand Management (TDM) strategic plan | Develop a Climate Action and Adaptation Plan (CAAP) | Conduct public outreach including a business survey and a community workshop |
| Research community land trust options and feasibility | Develop disaster specific preparedness plans and City emergency communications plan | Develop TDM regulations | Develop a Green Infrastructure Plan | Develop draft regulations for City Council consideration |
| Consider possible tenant protection measures | Conduct Emergency Operations Center activation exercises in collaboration with community partners | Implement CIP and Pedestrian and Bicycle Master Plan projects related to TDM | Develop a Sustainability Strategic Plan with timelines and goals for the City, businesses and residents | If implemented, develop education and outreach plan and materials |
| | Conduct Second Annual Coastside Preparedness Day | Enhance TDM collaboration with regional and local agencies | | |
| | Conduct CPR training for all City staff | | | |

City Council Strategic Priorities

FY 2019-20

| Item | Council Priority | Status | Progress | Anticipated Completion | Q3 Updates Oct - Dec. 2019 |
|---------------------------|--|--------|----------|------------------------|---|
| Affordable Housing | | | | | |
| A | Develop a plan to best utilize and replenish the City's affordable housing funds | | | Completed | <p>City Council adopted Affordable Housing Fund Allocation Guidelines on December 3, 2019. Council made their first funding allocation, using the guidelines, on December 17, 2019 for Abundant Grace's Workforce Development Center.</p> <p>Staff is continuing to look for sources to replenish the Affordable Housing Fund over time. Two modest near-term sources include:</p> <ul style="list-style-type: none"> • Commercial Linkage Fee: A nexus study is currently in preparation through the 21 Elements group. The study is on schedule for completion spring 2020. Staff will present options for implementing commercial linkage fees to Council at that time. • Measure D Funds: As part of a broader look at the Measure D allocation process in FT 20-21, revenues generated from Measure D program administration will be considered as a potential, on-going source for the Affordable Housing Fund. |
| | Research community land trust options and feasibility | | | Completed | <p>At the Affordable Housing Study Session, the City's housing consultant presented an overview of community land trusts. Council recognized that the City's role in such an endeavor would likely be limited and that land trusts do not typically provide for rental housing, which is a priority housing type. The research is complete, and work on land trusts will be revived if it becomes pertinent and directed by Council.</p> |
| | Consider possible tenant protection measures | | | Completed | <p>City Council adopted Residential Rental Security Measures in December 2019 (first reading 12/3 and second reading 12/17/19). The measures include mediation and minimum lease terms and are consistent with recently adopted State Legislation AB 1482. They will take effect January 17, 2020. Implementation in Q3 includes preparing an educational piece for the website and as a handout and engaging with a nonprofit for on-call mediation services.</p> <p>In addition to the tenant protection measures, 25-percent of the Fiscal Year 2019-20 Community Services Financial Assistance grant recipients offer programs that support housing stability. Examples include workforce rental assistance, aging in place, home repair, and critical family needs/safety net services.</p> |

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FY 2019-20

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| Emergency Preparedness | | | | | |
| B | Update the City Emergency Operations Plan (EOP) | | | Q2 FY 2019-20 | Content from the previous EOP is under executive review. Staff has shifted away from updating an existing County EOP in favor of creating a new, comprehensive document. A major reason for this is to ground the document to be specific to the coastside as opposed to adding coastal nuances to a county resource. |
| | Develop disaster specific preparedness plans and City emergency communications plan | | | Q4 FY 2019-20 | After researching and reviewing existing playbooks and appendices, staff has decided to condense preparedness plans specific to tsunamis, earthquakes, and fires into the EOP. Having separate manuals and policies are not conducive to easy access in an emergency. The Communications Plan will also be located within the EOP. |
| | Conduct Emergency Operations Center activation exercises in collaboration with community partners | | | Q3 FY 2019-20 | The PG&E Public Safety Power Shutoff events of October 2019 resulted in the soft open for EOC activation. It also gave staff the opportunity to participate in tactical and interagency communications with Caltrans, County OES, CAL OES, PG&E, and other neighboring jurisdictions. The Communications Department provided relevant, accurate, and evolving information via bilingual news releases, social media posts such as NextDoor, and an alert banner on the website including FAQs. In addition to allowing communications staff to implement these methods, the outages helped staff identify gaps in our emergency operation processes. Since the power shutoffs, new possibilities for collaboration have emerged. Notably, Coastside Emergency Action Program (CEAP) and city staff are exploring a community-wide activation exercise. |
| | Conduct Second Annual Coastside Preparedness Day | | | Q4 FY 2019-20 | Staff has formed a team for Coastside Preparedness Day which is scheduled for May 2, 2020. Last year's event has been thoroughly debriefed and staff is expanding on community resources and finalizing the budget. |
| | Conduct CPR training for all City staff | | | Q3 FY 2019-20 | CAL Fire will be facilitating a spring training for all city employees and interns which will make staff officially CPR certified. Staff are exploring ways to share content highlights with the community, i.e. video clips, tips, FAQs. |

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| Traffic and Transportation Demand Management | | | | | |
| C | Develop Transportation Demand Management (TDM) strategic plan | | | Q4 FY 2019-20 | Staff developed a draft Transportation Strategies Implementation Plan (TSIP) and presented it to the City Council for feedback at the November 5, 2019 City Council meeting. Staff incorporated the changes and presented the finalized SIP to the City Council for approval at the November 19, 2019 meeting. |
| | Develop TDM regulations | | | Q1 FY 2020-21 | With the adoption of the TSIP, staff will focus on implementation of Senate Bill 743 which changes the standard metric of quantifying traffic impacts to vehicle miles traveled (VMT) rather than the currently used level of service (LOS) or time-based metric. VMT policies and thresholds will need to be adopted and implemented starting July 1, 2020. |
| | Implement CIP and Pedestrian and Bicycle Master Plan projects related to TDM | | | Ongoing | City staff has been working on a number of Bicycle and Pedestrian Master Plan projects including but not limited to the Pacific Coast Bike Path North Project, Highway 1 North and South Safety and Operations Projects, the Poplar Street Safety and Traffic Calming Project, and the Main Street Bridge Project, among others. In addition, staff anticipates the next round of Active Transportation Program (ATP) funding to be released by MTC in March 2020. Staff is concentrating on the intersection of Highway 1/Kelly Avenue for submission of a grant application to make major improvements to this highly-utilized intersection. |
| | Enhance TDM collaboration with regional and local agencies | | | Q4 FY 2019-20 | City staff has been working with local and regional agencies such as CCAG, Transportation Authority, CUSD and others. Looking at the highest impact for effort, staff will work with CUSD to brainstorm ways to reduce vehicle trips for students and staff. At the next 2x2 Committee Meeting, which has 2 CUSD Board Members and 2 City Council Members, staff will introduce this topic and look for ways to partner to support this effort. |

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| D | Sustainability | | | | |
| | Develop a Climate Action and Adaptation Plan (CAAP) | | | Q2 FY 2020-21 | Staff partnered with ALAS, YLI, and Senior Coastsiders (Partners) to complete the CAAP Outreach Pilot Project, which is funded by a \$60k grant from San Mateo County (SMC). Staff worked with the Partners to host 16 climate-change related outreach events from September 2019 to December 2019. These events included focus groups, climate workshops, movie screenings, mural painting, virtual reality experiences, and cafe-style facilitated discussion. Staff and Partners also worked with SMC and their consultants to develop interactive poster boards that have been put out at the Senior Coastsiders' facility. Finally, staff also successfully recruited for the Sustainability Analyst position, who will be responsible for finalizing the RFP for a CAAP-writing consultant and overseeing the CAAP development process. |
| | Develop a Green Infrastructure Plan | | | Completed | Council approved the final Green Infrastructure Plan on September 17, 2019. Staff submitted the approved plan to the Regional Water Quality Control Board San Francisco Bay Region at the end of September. |
| Develop a Sustainability Strategic Plan with timelines and goals for the City, businesses and residents | | | Completed | Staff developed a draft Sustainability Implementation Plan (SIP) and presented it to the City Council for feedback at the November 5, 2019 City Council meeting. Staff incorporated the changes and presented the finalized SIP to the City Council for approval at the November 19, 2019 meeting. | |

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| | Implement the Sustainability Implementation Plan (SIP) | | NEW | Ongoing | <p>Due to the addition of a Sustainability Intern and a Sustainability Analyst, staff has enough capacity to begin implementation of the SIP. Efforts will be divided between the SIP's three categories: Policies, Programs, and Projects.</p> <p>Policy: Staff has been tracking San Mateo County's disposable foodware ordinance and is scheduled to host a disposable foodware ordinance study session at the City Council meeting on February 4. Efforts in the upcoming quarter also include assisting businesses and Multi-Family Dwellings (MFD) comply with AB 1826 and developing an internal purchasing policy that addresses fleet electrification.</p> <p>Program: Emphasis shifted from the Key Actions identified in the SIP to developing a regular Coastside Fixit Clinic program in order to capitalize on community interest and resources. Program emphasis in Q3 will continue to focus on growing the Fixit Clinic program, while also planning the City's 8th Annual Earth Day Event and the City's 2nd Annual HMB Scholarship contest.</p> <p>Project: Project focus over the past quarter has been completion of the CAAP Pilot Outreach Project (see above) and identification and pursuit of grant funding to increase the community's energy resiliency.</p> |

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| E | Minimum Wage | | | | |
| | Conduct public outreach including a business survey and a community workshop | | | Completed | Staff conducted research on outreach and feedback methods, policy considerations, and impacts of local ordinances in other cities. Staff worked with the Chamber of Commerce to analyze the results of a business survey they conducted, met with individual businesses and stakeholder groups, and hosted a business workshop. The research findings and outreach feedback were presented to the Council in December 2019, and Council directed staff to proceed with drafting and ordinance for consideration in early 2020. |
| | Develop draft regulations for City Council consideration | | | Completed | Staff drafted a minimum wage ordinance which was presented for first reading at the January 21, 2020 Council meeting. The draft ordinance increased the minimum wage to \$15 per hour beginning July 1, 2020, for all businesses operating within the city limits, with an annual CPI increase, beginning on January 1, 2021. At the Public Hearing, substantial public comments were heard, and after a lengthy discussion, the Council approved the draft ordinance but modified the effective date to January 1, 2021, with annual CPI increases. The Second Reading will be held at the February 4, 2020 meeting. |
| | If implemented, develop education and outreach plan and materials | | | Q4 FY 2019-20 | Staff has collected sample materials from other jurisdictions, as well as information on outreach and enforcement, to be further developed when regulations are adopted. |