



**DISCUSSION ITEM**

**Agenda Item #9**

**AGENDA REPORT SUMMARY**

**Meeting Date:** February 23, 2021

**Subject:** City Council 2021 Strategic Priorities

**Prepared by:** Brad Kilger, Interim City Manager

**Prepared by:** Jon Maginot, Deputy City Manager

**Attachment(s):**

1. Draft Resolution No. 2021-09
2. City Council Draft 5-year Strategic Goals for 2021 and FY 2021-23 Objectives
3. January 30, 2021 retreat meeting matrix
4. Community survey and public comments – These items can be found online at: <https://www.losaltosca.gov/citycouncil/page/city-council-retreat>.

**Initiated by:**

City Council

**Previous Council Consideration:**

City Council Retreat, January 30, 2021

**Fiscal Impact:**

Unknown at this time

**Environmental Review:**

Not Applicable

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

- Do the attached City Council Goal statements accurately reflect the Council's goals in 2021 for the next three to five years?

**Summary:**

- Annually the Los Altos City Council adopts a list of Strategic Priorities to guide the Council's budget decisions and allocation of City resources, including staffing
- The City Council met in a retreat format on January 30, 2021 to discuss their goals and objectives for the next strategic planning period (three to five years)
- At the conclusion of the retreat, the City Council agreed to a phased approval process for the Strategic Priorities
- After listening to the Council's discussion at the retreat and reviewing the meeting notes, staff used their best professional judgement in developing a list of draft goals for Council consideration

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**Reviewed By:**

City Manager

City Attorney

Finance Director

BK

JH

JM

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**Subject:** City Council 2021 Strategic Goals

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**Staff Recommendation:**

The City Council should review the attached draft Goals, amend as necessary and adopt Resolution No. 2021-09 setting the City Council 5-year Strategic Goals for 2021.



**Subject:** City Council 2021 Strategic Goals

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### **Purpose**

The City Council is asked to adopt its 5-year Strategic Goals for 2021.

### **Background/Discussion**

The City Council conducted their annual strategic goal setting retreat on Saturday January 30, 2021. This process used the Council's 2020 strategic goals and objectives as its starting point for assessing what is of strategic importance in 2021 and moving forward. The planning time horizon agreed to by the City Council was 3 to 5 years.

At the retreat, the Council first discussed their three-to-five-year strategic goals for 2021, and then discussed potential one-to-two-year objectives for those goals. The discussion by the Council at the retreat involved a visioning process and building consensus around shared interests, not taking formal votes. Therefore, as represented in the attached meeting matrix, the Council's discussion resulted in a general scheme for staff to follow in developing the draft goals and objectives for the Council to review. It is therefore important to understand that staff did their best to listen to and interpret the sense of the Council in drafting the new goals and objectives. It is expected that the Council will thoroughly review the draft language and adopt final goals and objectives that reflect their priorities for Los Altos.

At the retreat, the City Council also agreed to a phased approach to adopting the new Strategic Priorities. The process involves the following: 1) returning to Council for the review and adoption of the 3 to 5-year goals; 2) following adoption of the goals, staff will finalize the FY 2021-22 Objectives and return to Council for review, approval and initial prioritization of those; 3) using the adopted Goals and Objectives, and in conjunction with development of the bi-annual budget, staff will prepare a two-year Implementation Plan that will incorporate estimated costs, staffing requirements, and other legal, regulatory and/or procedural factors effecting implementation of the objectives and return to Council for final prioritization; and 4) staff will then develop individual Workplans for each objective.

As stated above, please note that the draft objectives listed under each goal are for reference purposes only, not in-depth discussion. Staff will return at a subsequent Council meeting for review and adoption by the Council. Also, it is staff's intent to return to Council quarterly with status reports on the progress being made on the FY 2021-23 Strategic Priorities Implementation Plan, unless otherwise directed by Council.

### **Recommendation**

Staff recommends the City Council review, amend, and adopt the attached draft City Council 5-year Strategic Goals for 2021.

**RESOLUTION NO. 2021-09**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
SETTING THE CITY COUNCIL 5-YEAR STRATEGIC GOALS FOR 2021**

**WHEREAS**, the Mission of the City of Los Altos is to foster and maintain the City of Los Altos as a great place to live and to raise a family; and

**WHEREAS**, the City Council of the City of Los Altos is committed to providing essential services to the community; and

**WHEREAS**, the City Council annually sets goals to help maintain Los Altos as the great place it is.

**NOW THEREFORE, BE IT RESOLVED**, that the City Council of the City of Los Altos hereby adopts the following as its 5-year Strategic Goals for 2021:

1. **Housing:** The City of Los Altos will support the creation of housing that is safe, diverse, and affordable for all income levels to meet the needs of the Community and will advocate for State legislation and funding that support this goal.
2. **Land Use:** The City of Los Altos will implement policies that support a land use mix and density that reflect the values of the Community, which includes seeking to increase and protect its green space, while ensuring compliance with any applicable laws and regulations.
3. **Fiscal Sustainability:** The City of Los Altos will continue to be financial stewards of its resources and assets in order to provide fiscally sustainable government services that address the needs of the Community. This goal will be achieved by practicing sound, responsible, and transparent financial management principles and practices that are adaptable and flexible to meet the City's financial needs in an ever-changing world.
4. **Community Safety:** The City of Los Altos will continue to provide the high-quality public safety services that the Community values. This will be achieved by continuing to implement plans and strategies for improving public safety, transportation safety and emergency preparedness services in a responsive, equitable, and professional manner.
5. **Asset Management:** The City of Los Altos will set clear expectations and allocate the necessary funding to support the maintenance and improvement of City facilities and infrastructure that are necessary to preserve the quality of services and well-being of residents.
6. **Environmental Sustainability:** The City of Los Altos will be a leader on environmental sustainability through education, and adopting and embracing policies, initiatives, and practices that advance this effort.
7. **Community Engagement:** The City of Los Altos will continue to improve its community engagement process to ensure residents are heard, informed, and engaged. Completion of this priority will ensure that community engagement remains a foundation of how the City meets its responsibilities to the community on an on-going basis.

8. **Transitioning Through Change:** The City Council will proactively address the impacts on the community from COVID-19 and other consequential changes in 2020 and 2021 to ensure Los Altos successfully navigates these transitions to be an even stronger, better community.

**I HEREBY CERTIFY** that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the \_\_\_\_ day of \_\_\_\_, 2021 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

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Neysa Fligor, MAYOR

Attest:

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Andrea Chelemengos, MMC, CITY CLERK

# LOS ALTOS CITY COUNCIL DRAFT 5-YEAR STRATEGIC GOALS AND FY 2021-23 OBJECTIVES

FEBRUARY 17, 2021

## **GOAL 1: HOUSING** (as a standalone goal)

The City of Los Altos will support the creation of housing that is safe, diverse, and affordable for all income levels to meet the needs of the Community and will advocate for State legislation and funding that support this goal.

**Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.**

- Objective No. 1: Update the Housing Element in partnership with the Community through a constructive, collaborative, and efficient process, consistent with the housing needs identified in the final Regional Housing Needs Allocation (RHNA) and have the Housing Element Certified by the California Department of Housing and Community Development (HCD) within the required statutory deadlines.
- Objective No. 2: Collaborate and support the development of 330 Distel Circle for the purpose of developing a rental housing project with significant focus on supportive and very low/low-income housing.
- Objective No. 3: Collaborate with Alta Housing to establish a prequalification process focused on accessibility of housing opportunities for below market rate units.
- Objective No. 4: Implement linkage and impact fees.
- Objective No. 5: Develop policies and approaches to increase affordable units through public/private partnerships and other methods for all new projects in the CT zone.
- Objective No. 6: Support legislation to increase funding for affordable and workforce housing and associated infrastructure. Ensure cities retain flexibility for zoning and approval of housing based on the land-use needs of each community.

## **GOAL 2: LAND USE** (as a standalone goal)

The City of Los Altos will implement policies that support a land use mix and density that reflect the values of the Community, which includes seeking to increase and protect its green space, while ensuring compliance with any applicable laws and regulations.

**Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.**

- Objective No. 1: Ensure zoning codes and other land use documents provide objective standards as required by State law while maintaining maximum City discretion.
- Objective No. 2: Reevaluate land use mix and density for each of the City's commercial districts and take into consideration elements such as economic vitality, neighborhood context, character, RHNA requirements, inclusionary zoning, and updated zoning codes/objective standards to achieve desired results.
- Objective No. 3: Proactively endeavor to increase and protect the City's park land with an emphasis on the acquisition and preservation of green space or open space.

- Objective No. 4: Update the Housing Element consistent with the housing needs identified in the final Regional Housing Needs Allocation (RHNA) and have the Housing Element Certified by the California Department of Housing and Community Development (HCD) within the required statutory deadlines.

### **GOAL 3: FISCAL SUSTAINABILITY**

The City of Los Altos will continue to be financial stewards of its resources and assets in order to provide fiscally sustainable government services that address the needs of the Community. This goal will be achieved by practicing sound, responsible, and transparent financial management principles and practices that are adaptable and flexible to meet the City's financial needs in an ever-changing world.

**Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.**

- Objective No. 1: Closely monitor the economic recovery and financial impacts associated with the ongoing COVID-19 pandemic and update the City Council and the community on a timely basis.
- Objective No. 2: Seek federal and state grant funding available through FEMA, CARES and others for the City resources expended in response to COVID-19.
- Objective No. 3: Evaluate the staffing and resource needs of the Finance Division.
- Objective No. 4: Through the biennial budget development process, continue to control and/or reduce costs to achieve a fiscally sustainable budget, while maintaining adequate fund balance reserves.
- Objective No. 5: Annually evaluate the City's existing user fee schedules to ensure reasonable costs of providing services are appropriately assessed.
- Objective No. 6: Develop and implement plans to ensure effective and sustainable maintenance of City utilities, transportation infrastructure, buildings, and properties.
- Objective No. 7: Maintain sound financial practices in accordance with all Federal, State, and local laws and direct its financial resources towards meeting the City's long-term goals.
- Objective No. 8: Proactively pursue ways to make financial information publicly available, accessible, and easy to understand to the community.
- Objective No. 9: Proactively identify and monitor long-term financial liabilities, including unfunded pension obligations, and take actions to manage these commitments that prioritize the City's long-term financial sustainability.
- Objective No. 10: Reports on the City's fiscal status will be provided to the City Council and Finance Commission on a timely basis.
- Objective No. 11 - Review the recommendations of the Council's Ad-Hoc Subcommittee on Financial Practices for policy and procedural changes that are desired by the City Council.

### **Goal 4: Community Safety**

The City of Los Altos will continue to provide the high-quality public safety services that the Community values. This will be achieved by continuing to implement plans and strategies for improving public safety, transportation safety and emergency preparedness services in a responsive, equitable, and professional manner.

**Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.**

- Objective No. 1 – Strengthen Code enforcement to support proactive engagement and to provide enforcement trending data that council can use to direct proactive revision of city ordinances.
- Objective No. 2 – Create safe multi-modal transportation solutions that align Community needs with city priorities.
- Objective No. 3–Assess long-term cumulative impacts from public and private development projects and regional traffic through established environmental review processes (CEQA), including the newly required Vehicle Miles Traveled (VMT) analysis, and the traffic impact fee (TIF) program.
- Objective No. 4 –Enhance Traffic and Pedestrian Safety Through Engineering, Education and Enforcement. Staff will work with the Complete Streets Commission to implement this objective.
- Objective No. 5 – Achieve an overall PCI (Pavement Condition Index) of 75 by 2026 by maintaining an annual resurfacing budget of \$3.5M
- Objective No. 6 – Evaluate Traffic Impact Fees

### **Goal 5: Asset Management**

The City of Los Altos will set clear expectations and allocate the necessary funding to support the maintenance and improvement of City facilities and infrastructure that are necessary to preserve the quality of services and well-being of residents.

**Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.**

- Objective No. 1: Complete construction and open the Los Altos Community Center.
- Objective No. 2: Award a construction contract to build a new Emergency Operations Center.
- Objective No. 3: Develop a Needs Assessment & Options Analysis Plan for improving the police and fire stations, including but not limited to options for constructing new facilities versus renovation and increased maintenance measures on existing facilities.
- Objective No. 4: Make a policy decision on the future of the Halsey House.
- Objective No. 5: Make a policy decision on the disposition of Grant Park Improvements.
- Objective No. 6: Make a policy decision on the future of 999 Fremont Ave.
- Objective No. 7: Approve an update to the 5-year budget for the Civic Facilities-Buildings CIP (CF-01003).

### **Goal 6: Environmental Sustainability**

The City of Los Altos will be a leader on environmental sustainability through education, and adopting and embracing policies, initiatives, and practices that advance this effort.

**Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.**



- Objective No. 1: Update the Climate Action Plan to include a menu of goals and objectives that establish and carry forward the City's climate policy.
- Objective No. 2: Explore public/private partnerships (PPP) with clear roles and expectations to help educate the community on important environmental issues such as reach codes and the Climate Action plan.
- Objective No. 3: Create a water conservation strategy and implementation plan after the completion of the Climate Action Plan.

## **Goal 7: Community Engagement**

The City of Los Altos will continue to improve its community engagement process to ensure residents are heard, informed, and engaged. Completion of this priority will ensure that community engagement remains a foundation of how the City meets its responsibilities to the community on an on-going basis.

**Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.**

- Objective No. 1: Continue to improve our community engagement tools and platforms.
- Objective No. 2: Continue to standardize our community engagement processes.
- Objective No. 3: Provide the community with relevant multiple engagement opportunities.
- Objective No. 4: Communicate with the community in an efficient, transparent manner.

## **GOAL 8: TRANSITIONING THROUGH CHANGE**

The City Council will proactively address the impacts on the community from COVID-19 and other consequential changes in 2020 and 2021 to ensure Los Altos successfully navigates these transitions to be an even stronger, better community.

**Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.**

- Objective No. 1: Support efforts to keep the Community and City staff safe, including supporting County efforts on vaccine rollout, community communication, mask wearing, and other public health measures.
- Objective No. 2: Evaluate and support/implement adopted policies and guidance documents that support economic recovery across the City. This includes evaluating and implementing, as appropriate, improvements that will increase the number of parking stalls available for public use and the recommendations of the Downtown Buildings Committee that will support the economic recovery of businesses, property owners, and residents.
- Objective No. 3: Develop an Economic Recovery Plan with the assistance of community stakeholders that assists and supports the recovery of local businesses, citywide.
- Objective No. 4: Seek out grants that will assist the economic recovery of businesses, property owners, and residents.
- Objective No. 5: Starting in 2022, support the establishment or formation of an independent citizens working group with interest in establishing a theater in Downtown Los Altos.
- Objective No. 6: Review the measures put in place as a result of the work of the Public Safety Taskforce. Debrief what is working, what is not, and if any other best practices

should be initiated in building on the taskforce, while at the same time considering staff capacity to undertake new initiatives in 2021.

- Objective No. 7: Complete recruitment of the City's next City Manager
- Objective No. 8: Review the City Council's code of conduct/norms and ethics and reevaluate Council's relationship with Commissions, including the appropriateness of Council commission liaisons.

## **COMBINED GOAL 1/2: HOUSING & LAND USE:**

The City of Los Altos is committed to land use policies and regulations to support housing for all income levels in the City and a built environment that reflects envisioned outcomes.

### **Housing Objectives –**

- Objective No. 1: Update the Housing Element in partnership with the Community through a constructive, collaborative, and efficient process, consistent with the housing needs identified in the final Regional Housing Needs Allocation (RHNA) and have the Housing Element Certified by the California Department of Housing and Community Development (HCD) within the required statutory deadlines.
- Objective No. 2: Collaborate and support the development of 330 Distel Circle for the purpose of developing a rental housing project with significant focus on supportive and very low/low-income housing.
- Objective No. 3: Collaborate with Alta Housing to establish a prequalification process focused on accessibility of housing opportunities for below market rate units.
- Objective No. 4: Implement linkage and impact fees.
- Objective No. 5: Develop policies and approaches to increase affordable units through public/private partnerships and other methods for all new projects in the CT zone.
- Objective No. 6: Support legislation to increase funding for affordable and workforce housing and associated infrastructure. Ensure cities retain flexibility for zoning and approval of housing based on the land-use needs of each community.

### **Land Use Objectives -**

- Objective No. 1: Ensure zoning codes and other land use documents provide objective standards as required by State law while maintaining maximum City discretion.
- Objective No. 2: Reevaluate land use mix and density for each of the City's commercial districts and take into consideration elements such as economic vitality, neighborhood context, character, RHNA requirements, inclusionary zoning, and updated zoning codes/objective standards to achieve desired results.
- Objective No. 3: Proactively endeavor to increase and protect the City's park land with an emphasis on the acquisition and preservation of green space or open space.
- Objective No. 4: Update the Housing Element consistent with the housing needs identified in the final Regional Housing Needs Allocation (RHNA) and have the Housing Element Certified by the California Department of Housing and Community Development (HCD) within the required statutory deadlines.

DRAFT 2021 Goals and Objectives Comparison Matrix for Staff Report

2020 Adopted Goal & Objectives	2021 Proposed Goal & Draft Objectives for Reference Only	Council Key Interests re Goals and Objectives as Expressed during Retreat
<p><b>Goal: Housing</b> Develop affordable housing policies that will enable the City to achieve its RHNA requirements and provide housing to support our community needs</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Collaborate and Support the acquisition (change to development; SM) of 330 Distel Circle</li> <li>2. Prequalification process for BMR's</li> <li>3. Increase ADU's – Move below the water line</li> <li>4. Implement Linkage and Impact Fees</li> <li>5. Develop PPP methods to increase affordable units in CT zone</li> </ol>	<p><b>Goal: Housing</b> The City of Los Altos will support the creation of housing that is safe, diverse, and affordable for all income levels to meet the needs of the Community and will advocate for State legislation and funding that support this goal.</p> <p><b>Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.</b></p> <p>Objective No. 1: Update the Housing Element in partnership with the Community in a constructive, collaborative and efficient process, consistent with the housing needs identified in the final Regional Housing Needs Allocation (RHNA) and have the Housing Element Certified by the California Department of Housing and Community Development (HCD) within the required statutory deadlines.</p> <p>Objective No. 2: Collaborate and support the development of 330 Distel Circle for the purpose of developing a rental housing project with significant focus on supportive and very low/low-income housing.</p>	<p>Continue this goal into 2021</p> <p>Broaden the goal statement to convey that housing is a policy issue whose purpose is to meet the needs of the community through an approved housing element and the RHNA process through a constructive, collaborative and efficient process.</p> <p>Consider combining Housing with the Land Use goal (see draft combined goal)</p> <p>Look holistically at land use and housing</p> <p>Continue objectives 1,2,4 &amp; 5 from 2020. For Distel replace “the acquisition” with “the development”</p> <p>Obj 3, ADU's is now “below the waterline” Add an objective for the Housing Element/RHNA process and keep it on track</p> <p>Add an objective re Legislative Advocacy- VM Enander will provide language for Council consideration.</p>

DRAFT 2021 Goals and Objectives Comparison Matrix for Staff Report

2020 Adopted Goal & Objectives	2021 Proposed Goal & Draft Objectives for Reference Only	Council Key Interests re Goals and Objectives as Expressed during Retreat
	<p>Objective No. 3: Collaborate with Alta Housing to establish a prequalification process focused on accessibility of housing opportunities for below market rate units.</p> <p>Objective No. 4: Implement linkage and impact fees.</p> <p>Objective No. 5: Develop policies and approaches to increase affordable units through public/private partnerships and other methods for all new projects in the CT zone.</p> <p>Objective No. 6: Support legislation to increase funding for affordable housing and workforce housing and associated infrastructure. Ensure cities retain flexibility for zoning and approval of housing based on the land use needs of each community.</p>	

DRAFT 2021 Goals and Objectives Comparison Matrix for Staff Report

2020 Adopted Goal & Objectives	2021 Proposed Goal & Draft Objectives for Reference Only	Council Key Interests re Goals and Objectives as Expressed during Retreat
<p><b>Goal: Land Use</b></p> <p>The City of Los Altos will continually update land use planning documents (General Plans, Specific Plans, Zoning codes) to comply with State law and reflect the values of our community.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Develop objective standards.</li> <li>2. Reevaluate land-use mix.</li> <li>3. Increase and protect park land.</li> </ol>	<p><b>Goal: Land Use</b></p> <p>The City of Los Altos will implement policies that support a land use mix and density that reflect the values of the Community, which includes seeking to increase and protect its green space, while ensuring compliance with any applicable laws and regulations.</p> <p><b>Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.</b></p> <p>Objective No. 1: Ensure zoning codes and other land use documents provide objective standards as required by State law while maintaining maximum City discretion.</p> <p>Objective No. 2: Reevaluate land use mix and density for each of the City’s commercial districts and take into consideration elements such as economic vitality, neighborhood context, character, RHNA requirements, inclusionary zoning, and updated zoning codes/objective standards to achieve desired results.</p> <p>Objective No. 3: Proactively endeavor to increase and protect the City’s park land with an emphasis on the</p>	<ul style="list-style-type: none"> <li>• Continue this goal into 2021</li> <li>• Broaden the goal statement so it does not have a focus on documents.</li> <li>• Continue the 3 2020 objectives into 2021 and refine the objectives to be more in context with current planning work</li> <li>• Add an objective about the 2021 the Housing Element process for this goal, whether or not is combined with Housing (in addition to re-evaluating land use mix).</li> <li>• Incorporate “green space” into 2020 objective #3, “Increase and protect park land”. Convey the City’s interest in proactively protecting and increasing parkland and greenspace as well as seeking opportunities to do so (this objective is a “both and”).</li> <li>• Look holistically at land use and housing as land use and housing go hand in hand.</li> <li>• Acknowledge the importance of Affordable Housing, the Housing Element and/or RHNA process to this goal area.</li> </ul>

DRAFT 2021 Goals and Objectives Comparison Matrix for Staff Report

2020 Adopted Goal & Objectives	2021 Proposed Goal & Draft Objectives for Reference Only	Council Key Interests re Goals and Objectives as Expressed during Retreat
	<p>acquisition and preservation of green space or open space.</p> <p>Objective No. 4: Update the Housing Element consistent with the housing needs identified in the final Regional Housing Needs Allocation (RHNA) and have the Housing Element Certified by the California Department of Housing and Community Development (HCD) within the required statutory deadlines.</p>	<ul style="list-style-type: none"> <li>• Land use and Housing may have independent objectives, however there may be overlapping objectives for Land Use and Housing which may be the more immediate priorities for this year and next.</li> <li>• Consider combining this goal with the Housing goal which could make sense for the next year or two, given the overlap between the two goals (e.g., the Housing Element update, RHNA process, objective standards, protecting and increasing parkland and green space). Provide Council with what combining the goals would look like.</li> </ul>

DRAFT 2021 Goals and Objectives Comparison Matrix for Staff Report

2020 Adopted Goal & Objectives	2021 Proposed Goal & Draft Objectives for Reference Only	Council Key Interests re Goals and Objectives as Expressed during Retreat
<p><b>Goal: Downtown Vision</b></p> <p>The City of Los Altos will identify and implement specific projects to advance conceptual elements of the Downtown Vision.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Increase public parking stalls with “low hanging fruit”</li> <li>2. Consider a theatre plan if proposed by a citizen’s group</li> <li>3. Downtown Building Committee (DBC) recommendations</li> </ol>	<p><b>Downtown Vision</b></p> <p><b>Drop for 2021</b></p>	<ul style="list-style-type: none"> <li>• This goal as written is an important policy issue, however at the present time it is not a strategic goal. It can be reconsidered at another time.</li> <li>• The urgent and important focus for 2021 and the near-term future is the health, safety and economic recovery of the businesses, property owners, and residents of the community. Delete goal and incorporate the relevant objectives that could support this effort (e.g., from DBC recommendations; Downtown Vision Plan) as obj under goal “Transition Through Change”.</li> <li>• Staff bandwidth is a concern, including commissions committing staff resources on low priority issues.</li> <li>• Identify rezoning opportunities where the City can become more creative to get more businesses in commercial districts.</li> <li>• Theater to 2022 Parking Lot- Support the creation of a Citizen’s Group to explore possibility of developing a Los Altos Theater. The citizen’s group would fund and support this process.</li> </ul>

DRAFT 2021 Goals and Objectives Comparison Matrix for Staff Report

2020 Adopted Goal & Objectives	2021 Proposed Goal & Draft Objectives for Reference Only	Council Key Interests re Goals and Objectives as Expressed during Retreat
<p><b>Goal: Asset Management</b> The City of Los Altos will set priorities and allocate financial resources to maintain and/or improve City facilities and infrastructure.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Review financial capacity</li> <li>2. Community Center</li> <li>3. Council Chambers</li> <li>4. New EOC</li> <li>5. Police and Fire Stations -</li> <li>6. Main Library</li> <li>7. Roadways – achieve overall PCI of 75 by 2026</li> </ol>	<p><b>Goal: Asset Management</b> The City of Los Altos will set clear expectations and allocate the necessary funding to support the maintenance and improvement of City facilities and infrastructure that are necessary to preserve the quality of services and well-being of residents.</p> <p><b>Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.</b></p> <p>Objective No. 1: Complete construction and open the Los Altos Community Center.</p> <p>Objective No. 2: Award a construction contract to build a new Emergency Operations Center.</p> <p>Objective No. 3: Develop a Needs Assessment &amp; Options Analysis Plan for improving the police and fire stations, including but not limited to options for constructing new facilities versus renovation and increased maintenance measures on existing facilities.</p> <p>Objective No. 4: Make a policy decision on the future of the Halsey House.</p>	<ul style="list-style-type: none"> <li>• Continue goal in 2021</li> <li>• Create a separate goal for Financial Capacity- rename</li> <li>• Drop Council Chambers- project complete and now below the water line</li> <li>• Table Main Library until JPA is ready to bring forward</li> <li>• Move PCI to Roadway Safety</li> <li>• Add Halsey House, Grant Park Improvements and 999 Fremont Ave for council to make policy decisions on the disposition of each.</li> </ul>



DRAFT 2021 Goals and Objectives Comparison Matrix for Staff Report

2020 Adopted Goal & Objectives	2021 Proposed Goal & Draft Objectives for Reference Only	Council Key Interests re Goals and Objectives as Expressed during Retreat
	<p>Objective No. 5: Make a policy decision on the disposition of Grant Park Improvements.</p> <p>Objective No. 6: Make a policy decision on the future of 999 Fremont Ave.</p> <p>Objective No. 7: Approve an update to the 5-year budget for the Civic Facilities-Buildings CIP (CF-01003).</p>	

DRAFT 2021 Goals and Objectives Comparison Matrix for Staff Report

2020 Adopted Goal & Objectives	2021 Proposed Goal & Draft Objectives for Reference Only	Council Key Interests re Goals and Objectives as Expressed during Retreat
<p><b>Goal: FISCAL SUSTAINABILITY</b> N/A</p> <p><b>Objectives (from Asset Management 2020):</b></p> <p>1. Financial Capacity: Review the City’s financial capacity for new construction, renovation and maintenance of City facilities and infrastructure, including consideration of various funding options.</p>	<p><b>Goal: FISCAL SUSTAINABILITY</b></p> <p>The City of Los Altos will continue to be financial stewards of its resources and assets in order to provide fiscally sustainable government services that address the needs of the Community. This goal will be achieved by practicing sound, responsible, and transparent financial management principles and practices that are adaptable and flexible to meet the City’s financial needs in an ever-changing world.</p> <p><b>Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.</b></p> <p>Objective No. 1: Closely monitor the economic recovery and financial impacts associated with the ongoing COVID-19 pandemic and update the City Council and the community on a timely basis.</p> <p>Objective No. 2: Seek federal and state grant funding available through FEMA, CARES and others for the City resources expended in response to COVID-19.</p> <p>Objective No. 3: Evaluate the staffing and resource needs of the Finance Division.</p>	<ul style="list-style-type: none"> <li>• This new goal was previously an objective under Asset Management for 2020. Council separated and established as a new goal for 2021.</li> <li>• Recast the description of the 2020 objective into a goal statement.</li> <li>• Acknowledge that financial staff needs rebuilding</li> <li>• Balance fiduciary responsibility with staff work</li> <li>• Consider recommendations of Council Ad-Hoc Committee on City Finances</li> <li>• Review and understand the totality of the City’s finances, policies, and practices (e.g., reserves, investment policy, authorization thresholds, contracting practices).</li> <li>• Commit to transparency in all fiscal matters.</li> </ul>

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	<p>Objective No. 4: Through the biennial budget development process, continue to control and/or reduce costs to achieve a fiscally sustainable budget, while maintaining adequate fund balance reserves.</p> <p>Objective No. 5: Annually evaluate the City’s existing user fee schedules to ensure reasonable costs of providing services are appropriately assessed.</p> <p>Objective No. 6: Develop and implement plans to ensure effective and sustainable maintenance of City utilities, transportation infrastructure, buildings, and properties.</p> <p>Objective No. 7: Maintain sound financial practices in accordance with all Federal, State, and local laws and direct its financial resources towards meeting the City’s long-term goals.</p> <p>Objective No. 8: Proactively pursue ways to make financial information publicly available, accessible, and easy to understand to the community.</p> <p>Objective No. 9: Proactively identify and monitor long-term financial liabilities, including unfunded pension obligations, and take actions to manage these</p>	

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	<p>commitments that prioritize the City’s long-term financial sustainability.</p> <p>Objective No. 10: Reports on the City’s fiscal status will be provided to the City Council and Finance Commission on a timely basis.</p> <p>Objective No. 11 - Review the recommendations of the Council’s Ad-Hoc Subcommittee on Financial Practices for policy and procedural changes that are desired by the City Council.</p>	

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<p><b>Goal: Public Safety</b> The City of Los Altos will continually improve service and safety experiences and perceptions for residents and visitors.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Proactively create and expand emergency preparedness programs</li> <li>2. Align crime prevention programs with the BATs to get 100% coverage</li> <li>3. Strengthen code enforcement to support proactively enforcement</li> </ol> <p><b>Goal: Roadway Safety</b> The City of Los Altos will continually improve traffic/pedestrian/bicycle safety throughout the City with a specific focus on increasing safety on suggested routes to school.</p>	<p><b>Goal: Community Safety</b> The City of Los Altos will continue to provide the high-quality public safety services that the Community values. This will be achieved by continuing to implement plans and strategies for improving public safety, transportation safety and emergency preparedness services in a responsive, equitable, and professional manner.</p> <p><b>Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.</b></p> <p>Objective No. 1 – Strengthen Code enforcement to support proactive engagement and to provide enforcement trending data that council can use to direct proactive revision of city ordinances.</p> <p>Objective No. 2 – Create safe multi-modal transportation solutions that align Community needs with city priorities.</p> <p>Objective No. 3–Assess long-term cumulative impacts from public and private development projects and regional traffic through established environmental review processes (CEQA), including the newly required</p>	<p>Continue Public Safety and Roadway Safety in 2021 and combine into one goal.</p> <p>Re: Public Safety</p> <ul style="list-style-type: none"> <li>• Do not roll over 2020 Public Safety objectives 1 &amp; 2 objectives. They are now below the waterline</li> <li>• Provide an update to Council on the status 2020 Public Safety objective #3. Consider continuing this objective.</li> <li>• In combining Public Safety and Roadway Safety convey through the goal statement or an objective that the City is still committed to providing quality public safety services</li> <li>• Include the interests in social justice and reviewing the status of the work from the taskforce as an objective under “Transitioning Through Change”</li> </ul> <p>Re: Roadway Safety</p> <ul style="list-style-type: none"> <li>• Keep the PCI objective from Asset Management and move it to this Goal area</li> <li>• Completing the CS Masterplan is important but not urgent. Allow the CSC to continue their work. Keep the Alta Bike Plan moving forward.</li> <li>• Leave traffic impact fees as an objective</li> </ul>

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<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Develop Complete Streets Master Plan</li> <li>2. Identify and take action on “hot spot” transportation projects</li> <li>3. Leverage road maintenance and rehabilitation projects to include safety amenities (Something we talked about in 2021 SM)</li> <li>4. Evaluate traffic impact fees</li> </ol>	<p>Vehicle Miles Traveled (VMT) analysis, and the traffic impact fee (TIF) program.</p> <p>Objective No. 4 –Enhance Traffic and Pedestrian Safety Through Engineering, Education and Enforcement. Staff will work with the Complete Streets Commission to implement this objective.</p> <p>Objective No. 5 – Achieve an overall PCI (Pavement Condition Index) of 75 by 2026 by maintaining an annual resurfacing budget of \$3.5M</p> <p>Objective No. 6 – Evaluate Traffic Impact Fees –</p>	<ul style="list-style-type: none"> <li>• Traffic pattern may continue to change post-COVID. Former plans maybe being out of date; wait on implementations.</li> <li>• Look for leveraging/timing opportunities for implementing maintenance projects during this time of lighter traffic.</li> <li>• Consider including CSC input to the retreat as objectives for 2021.</li> </ul>

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<p><b>Goal: Asset Management</b> The City of Los Altos will set priorities and allocate financial resources to maintain and/or improve City facilities and infrastructure.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>8. Review financial capacity</li> <li>9. Community Center</li> <li>10. Council Chambers</li> <li>11. New EOC</li> <li>12. Police and Fire Stations -</li> <li>13. Main Library</li> <li>14. Roadways – achieve overall PCI of 75 by 2026</li> </ul>	<p><b>Goal: Asset Management</b> The City of Los Altos will set clear expectations and allocate the necessary funding to support the maintenance and improvement of City facilities and infrastructure that are necessary to preserve the quality of services and well-being of residents.</p> <p><b>Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.</b></p> <p>Objective No. 1: Complete construction and open the Los Altos Community Center.</p> <p>Objective No. 2: Award a construction contract to build a new Emergency Operations Center.</p> <p>Objective No. 3: Develop a Needs Assessment &amp; Options Analysis Plan for improving the police and fire stations, including but not limited to options for constructing new facilities versus renovation and increased maintenance measures on existing facilities.</p> <p>Objective No. 4: Make a policy decision on the future of the Halsey House.</p>	<ul style="list-style-type: none"> <li>• Continue goal in 2021</li> <li>• Create a separate goal for Financial Capacity- rename</li> <li>• Drop Council Chambers- project complete and now below the water line</li> <li>• Table Main Library until JPA is ready to bring forward</li> <li>• Move PCI to Roadway Safety</li> <li>• Add Halsey House, Grant Park Improvements and 999 Fremont Ave for council to make policy decisions on the disposition of each.</li> </ul>

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	<p>Objective No. 5: Make a policy decision on the disposition of Grant Park Improvements.</p> <p>Objective No. 6: Make a policy decision on the future of 999 Fremont Ave.</p> <p>Objective No. 7: Approve an update to the 5-year budget for the Civic Facilities-Buildings CIP (CF-01003).</p>	



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<p><b>Goal: Environment</b></p> <p>The City of Los Altos will adopt policies and practices that advance the City’s sustainability and GHG emission reductions and position Los Altos as a leader</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Update the City’s Climate Action Plan</li> <li>2. Prepared and adopt the reach codes</li> <li>3. Ban single-use plastics</li> <li>4. Increasing recycling and composting of waste in commercial districts</li> <li>5. Support Santa Clara County Healthy Cities</li> <li>6. Determine how City Council could use sustainability lens when evaluating projects</li> </ol>	<p><b>Goal: Environmental Sustainability</b></p> <p>The City of Los Altos will be a leader on environmental sustainability through education, and adopting and embracing policies, initiatives, and practices that advance this effort.</p> <p><b>Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.</b></p> <p>Objective No. 1: Update the Climate Action Plan to include a menu of goals and objectives that establish and carry forward the City’s climate policy.</p> <p>Objective No. 2: Explore public/private partnerships (PPP) with clear roles and expectations to help educate the community on important environmental issues such as reach codes and the Climate Action plan.</p> <p>Objective No. 3: Create a water conservation strategy and implementation plan after the completion of the Climate Action Plan.</p>	<ul style="list-style-type: none"> <li>• This continues to be a priority goal</li> <li>• Updating the Climate Action Plan should be the main objective as the City’s priorities and actions will be identified in that plan</li> <li>• Defer “Ban single use plastics” to 2022 (currently 2020 Objective #3)</li> <li>• Add as an objective: Explore public/private relationship to help educating the community for issues such as reach codes and the Climate Action plan with clear rules and expectations. Includes the Mission Trails contract provision for community education, communication on water conservation, etc.</li> <li>• Some of the 2020 objectives are below the water line and should not roll over as objectives in 2021.</li> <li>• Future considerations following the CAP:             <ul style="list-style-type: none"> <li>○ The City should be more aggressive with its environmental policies</li> <li>○ Support State and Federal legislation that move the needle on mitigating climate change/improving the environment</li> <li>○ Could the traffic analysis be programmed under environment?</li> <li>○ Hydration stations</li> <li>○ Consider the cost impacts of achieving environmental goals on local businesses</li> </ul> </li> </ul>

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<p><b>Goal: Community Engagement</b></p> <p>The City of Los Altos will continually improve ease of access to information through the City website and create robust community engagement opportunities (both online and in-person)</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Implement improvements to the City’s website</li> <li>2. Improve relationships among residents, City staff, and Council members</li> </ol>	<p><b>Goal: Community Engagement</b></p> <p>The City of Los Altos will continue to improve its community engagement process to ensure residents are heard, informed, and engaged. Completion of this priority will ensure that community engagement remains a foundation of how the City meets its responsibilities to the community on an on-going basis.</p> <p><b>Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.</b></p> <p>Objective No. 1: Continue to improve our community engagement tools and platforms.</p> <p>Objective No. 2: Continue to standardize our community engagement processes.</p> <p>Objective No. 3: Provide the community with relevant multiple engagement opportunities.</p> <p>Objective No. 4: Communicate with the community in an efficient, transparent manner.</p>	<ul style="list-style-type: none"> <li>• This is a value, not a strategic goal; a value/way of doing business that should be integrated in all practices</li> <li>• Strive to ensure that the City uses best practices in community engagement as the way it does business, and that Community Engagement is no longer a strategic goal by 2023.</li> <li>• Improve City communication tools and practices:</li> <li>• Understand what motivates people to show up</li> <li>• Continue the tailored neighborhood cluster outreach within staff bandwidth/as a matter of practice</li> <li>• Reevaluate Granicus which is not user friendly for mobile devices and tablets</li> </ul>

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<p><b>Goal: Transitioning Through Change</b></p> <p><b>N/A – New for 2021</b></p>	<p><b>Goal: Transitioning Through Change</b></p> <p>The City Council will proactively address the impacts on the community from COVID-19 and other consequential changes in 2020 and 2021 to ensure Los Altos successfully navigates these transitions to be an even stronger, better community.</p> <p><b>Draft Objectives below are for reference purposes only and are not in any particular order. The Council will discuss these draft objectives at a future meeting.</b></p> <p>Objective No. 1: Support efforts to keep the Community and City staff safe, including supporting County efforts on vaccine rollout, community communication, mask wearing, and other public health measures.</p> <p>Objective No. 2: Evaluate and support/implement adopted policies and guidance documents that support economic recovery across the City. This includes evaluating and implementing, as appropriate, improvements that will increase the number of parking stalls available for public use and the recommendations of the Downtown Buildings Committee that will support the economic recovery of businesses, property owners, and residents.</p>	

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	<p>Objective No. 3: Develop an Economic Recovery Plan with the assistance of community stakeholders that assists and supports the recovery of local businesses, citywide.</p> <p>Objective No. 4: Seek out grants that will assist the economic recovery of businesses, property owners, and residents.</p> <p>Objective No. 5: Starting in 2022, support the establishment or formation of an independent citizens working group with interest in establishing a theater in Downtown Los Altos.</p> <p>Objective No. 6: Review the measures put in place as a result of the work of the Public Safety Taskforce. Debrief what is working, what is not, and if any other best practices should be initiated in building on the taskforce, while at the same time considering staff capacity to undertake new initiatives in 2021.</p> <p>Objective No. 7: Complete recruitment of the City's next City Manager</p> <p>Objective No. 8: Review the City Council's code of conduct/norms and ethics and reevaluate Council's</p>	

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	relationship with Commissions, including the appropriateness of Council commission liaisons.	

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<p><b>Goal: Housing and Land Use</b></p> <p><b>N/A for 2020</b></p>	<p><b>Goal: Housing and Land Use</b></p> <p>The City of Los Altos is committed to land use policies and regulations to support housing for all income levels in the City and a built environment that reflects envisioned outcomes.</p> <p><b>Housing Objectives –</b></p> <p>Objective No. 1: Update the Housing Element in partnership with the Community in a constructive, collaborative, and efficient process, consistent with the housing needs identified in the final Regional Housing Needs Allocation (RHNA) and have the Housing Element Certified by the California Department of Housing and Community Development (HCD) within the required statutory deadlines.</p> <p>Objective No. 2: Collaborate and support the development of 330 Distel Circle for the purpose of developing a rental housing project with significant focus on supportive and very low/low-income housing.</p> <p>Objective No. 3: Collaborate with Alta Housing to establish a prequalification process focused on accessibility of housing opportunities for below market rate units.</p> <p>Objective No. 4: Implement linkage and impact fees.</p>	<ul style="list-style-type: none"> <li>• Draft a combined Housing and Land Use Goal for Council consideration</li> <li>• Same interests as reflected under stand-alone goals</li> <li>• Keep the Housing element process on track, regardless of stand-alone or combined goal structure</li> </ul>

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	<p>Objective No. 5: Develop policies and approaches to increase affordable units through public/private partnerships and other methods for all new projects in the CT zone.</p> <p>Objective No. 6: Support legislation to increase funding for affordable housing and workforce housing and associated infrastructure. Ensure cities retain flexibility for zoning and approval of housing based on the land use needs of each community.</p>	

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<p><b>Objectives: N/A for 2020</b></p>	<p><b>Land Use Objectives -</b></p> <p>Objective No. 1: Ensure zoning codes and other land use documents provide objective standards as required by State law while maintaining maximum City discretion.</p> <p>Objective No. 2: Reevaluate land use mix and density for each of the City’s commercial districts and take into consideration elements such as economic vitality, neighborhood context, character, RHNA requirements, inclusionary zoning, and updated zoning codes/objective standards to achieve desired results.</p> <p>Objective No. 3: Proactively endeavor to increase and protect the City’s park land with an emphasis on the acquisition and preservation of green space or open space.</p> <p>Objective No. 4: Update the Housing Element consistent with the housing needs identified in the final Regional Housing Needs Allocation (RHNA) and have the Housing Element Certified by the California Department of Housing and Community Development (HCD) within the required statutory deadlines.</p>	



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		<p><b>2022 Parking Lot from Council Retreat</b></p> <ul style="list-style-type: none"> <li>• Reconstitute Parking Taskforce</li> <li>• Downtown Theatre: Support the creation of a Citizens workgroup for downtown theatre.</li> <li>• Traffic Impacts based on Origination- What are the heaviest impacted intersection in the City based on origination/termination data</li> <li>• Ban Single Use Plastics</li> </ul>