

LOS ALTOS CITY COUNCIL

FY 2021-23 Strategic Goals and Objectives

GOAL 1: HOUSING

The City of Los Altos will support the creation of housing that is diverse, equitable, and affordable for all income levels in the Community and support funding and legislation that will help the City to do so and retain its flexibility in zoning decisions.

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. An evaluation of existing zoning regulations and development of amendments that support a land use mix and density needed to achieve the RHNA allocation but that reflect the values of the Community need to be undertaken as part of this update.

Objective No. 2: Collaborate with the County of Santa Clara and support the development of 330 Distel Circle for 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: Analyze the feasibility of developing an affordable housing in-lieu fee and affordable housing impact fee (*requires allocation of additional resources before implementation*).

Objective No. 5: For housing projects in the CT Zone District, explore opportunities with developers to increase the number of affordable housing units in their development.

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

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

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 (*requires allocation of additional resources before implementation*).

Objective No. 3: Proactively endeavor to increase and protect the City’s parkland 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.

Objective No. 5: Develop scope of work and funding for a comprehensive update to the City’s General Plan

GOAL 3: FISCAL SUSTAINABILITY

The City of Los Altos will continue to be responsible financial stewards of its resources and assets to ensure long-term fiscal sustainability by practicing sound financial management and fiscal transparency, while providing fiscally sustainable government services that address the needs of the community.

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 City resources expended in response to COVID-19.

Objective No. 3: 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, and continue to keep the City Council informed on a regular basis.

Objective No. 4: Annually evaluate the City’s existing user fee schedules to ensure reasonable costs of providing services are appropriately assessed.

Objective No. 5: Discuss with Finance Commission ways to 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. 6: Review the recommendations of the City Council’s Ad-Hoc Subcommittee on Financial Practices for policy and procedural changes that are desired by the City Council.

Objective No. 7: Establish a cost recovery policy for the Recreation and Community Services Department based on Operational and Community Center assessments, findings and feedback provided by City Council.

GOAL 4: COMMUNITY SAFETY

The City of Los Altos will continue to implement plans, strategies, and educational opportunities to ensure public safety, traffic safety, and emergency preparedness services are done in a responsive, equitable, professional, socially responsible, and trustworthy manner.

Objective No. 1: Strengthen Code Enforcement effectiveness by updating and revising the Los Altos Municipal Code language (*requires allocation of additional resources before implementation*).

Objective No. 2: Create safe multi-modal transportation and safer routes to schools, solutions that align Community needs with city priorities through public engagement, engineering, education, and enforcement.

Objective No. 3: Achieve an overall PCI (Pavement Condition Index) of 75 by 2026 by maintaining an annual resurfacing budget of \$3.5 million. For economies of scale, integrate multi-modal safety amenities into resurfacing projects when feasible.

Objective No. 4: To maximize pedestrian and bicycling safety and minimize traffic congestion resulting from new development projects, assess and address long-term cumulative impacts through established environmental review processes (CEQA), including the newly required Vehicle Miles Traveled (VMT) analysis, and the traffic impact fee (TIF) program.

GOAL 5: ASSET MANAGEMENT

The City of Los Altos will set clear expectations and allocate the necessary funding to maintain and improve City facilities and infrastructure that are necessary to provide high-quality services for the well-being of residents.

Objective No. 1: Complete construction of the Community Center and begin phased re-opening due to COVID.

Objective No. 2: Develop an Operational Implementation Plan for the City's recreation services and the new Community Center that will include a staffing plan, policies and procedures, fee schedule and funding sources (*requires allocation of additional resources before implementation*).

Objective No. 3: Award a construction contract to build a new Emergency Operations Center.

Objective No. 4: 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. 5: Implement City Council policy decision on the future of the Halsey House (*requires allocation of additional resources before implementation*).

Objective No. 6: Develop final plans for 999 Fremont Ave. site (*requires allocation of additional resources before implementation*).

Objective No. 7: Update the facilities assessment and deferred maintenance report on all City buildings (including Grant Park buildings) and create a Facilities Equipment Replacement program for funding.

Objective No. 8: Update the 2012 Parks Plan to include recreation facilities and programs as a comprehensive Parks and Recreation Master Plan (*requires allocation of additional resources before implementation*).

Objective No 9: Prepare a Grant Park Exterior Improvements Master Plan.

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.

Objective No. 1: Update the Climate Action & Adaptation 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 & Adaptation Plan (Staff recommendation – below water line).

Objective No. 3: Create a water conservation strategy and implementation plan after the completion of the Climate Action & Adaptation Plan.

Objective No 4: Create an energy conservation strategy and implementation plan after the completion of the Climate Action & Adaptation Plan, specific to park and recreation facilities (*requires allocation of additional resources before implementation*).

Objective No. 5: Work with other jurisdictions to help keep the community safe by taking actions to strive for clean water and air and addressing or challenging activities that threaten these such as those being generated by operations at the Lehigh cement plant and quarry.

GOAL 7: COMMUNITY ENGAGEMENT

The City of Los Altos will continue to improve its community engagement process to ensure all community members are heard, informed, and included.

Objective No. 1: Continue to improve our community engagement tools and platforms to enable the City to reach the different segments of our population.

Objective No. 2: Continue to standardize our community engagement processes.

Objective No. 3: Continue to provide the community with multiple relevant engagement opportunities.

Objective No. 4: Continue to communicate with the community in a transparent manner.

Objective No. 5: Ensure our CE tools/platforms meet regulations, statutes, etc., while meeting the various needs of the community

GOAL 8: TRANSITIONING THROUGH CHANGE

The City Council will proactively address the impact of COVID-19 and other consequential changes on the community during 2020 and 2021 to ensure Los Altos successfully navigates these transitions to be an even stronger community.

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 City's Downtown Vision Plan and the Downtown Buildings Committee's recommendations (*requires allocation of additional resources before implementation*). Develop a Streetscape Plan for the segment of First Street between South San Antonio Road and Main Street.

Objective No. 3: Seek out grants that will assist the economic recovery of businesses, property owners, and residents.

Objective No. 4: Review the measures put in place because 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. 5: Complete recruitment of the City's next City Manager

Objective No. 6: 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.

Objective No 7: Diversity, Equity & Access – Continue to create a culture that is welcoming for the community, employees, volunteers and visitors through respect, inclusion, equity, and cultural awareness considerations when providing access to programs, services, parks, and facilities.