



2023 GOALS AND OBJECTIVES WORK PLAN

KEY CONCEPTS

- **Vision** – What is Foster City’s overarching aspiration for the City and Community for the long term?
- **Mission** – What is Foster City focusing on now to achieve the vision?
- **Goals** – What are the definable elements that we need to accomplish to make progress towards delivering on the mission this year?

CITY COUNCIL 2023 VISION STATEMENT

Create a vibrant and sustainable Foster City community through smart, inclusive, and efficient actions to preserve and enhance our quality of life for current and future generations.

CITY COUNCIL 2023 MISSION STATEMENT

The mission of the City of Foster City is to deliver services, invest in quality infrastructure and implement policies that prioritize public safety, smart planning, a vibrant economy, fiscal stability, community connections and a sustainable environment. In pursuit of this mission, we use community engagement and data to make decisions and measure progress based on economic, social and environmental factors.

CITY COUNCIL 2023 VALUES AND STRATEGIC PRIORITIES

- STAFF EMPOWERMENT AND OPERATIONAL EXCELLENCE
- CITY COUNCIL OPERATIONS AND IMPROVED COMMUNITY ENGAGEMENT
- SMART PLANNING, DEVELOPMENT, AND THE LOCAL ECONOMY
- SUSTAINABILITY
- INNOVATION
- PUBLIC SAFETY AND SOCIAL EQUITY
- FACILITIES AND INFRASTRUCTURE

STAFF EMPOWERMENT AND OPERATIONAL EXCELLENCE

The staff of Foster City is committed to and takes pride in proactively providing exceptional service to our community.

Goal 1.1. Empower and support policies that allow the City Manager to build a staff and culture focused on retaining excellent talent and operational efficiency to ensure the talent is available to deliver on the community's needs and execute on Council goals.

What Success Looks Like:

1.1.A. Filling key positions and maintaining adequate staffing levels to achieve operational excellence

Metrics/Outcome/Deliverables:

- Fill vacant Public Works Director position by June 2023.
- Track amount of time key positions remain open.
 - Goal: 3 to 4 months on average to fill a vacant position

1.1.B. Building a stable workforce by hiring and retaining quality staff

Metrics/Outcome/Deliverables:

- Complete Classification and Compensation Study by the end of FY 2022-2023.
- Target to have MOUs for various bargaining groups in place by July 1, 2023.
- Build morale and sense of organizational community by enhancing the quality of employee events and employee engagement.
 - Develop an orientation program for new hires.
 - Bring back employee events that were paused due to COVID-19.
 - Highlight City staff members in video series "Foster City At Works."
 - Support department level and/or citywide initiatives like Employee Engagement Surveys, etc.
- Expand and provide citywide training programs and opportunities.
 - Continue to promote training opportunities offered through the Regional Training and Development Consortium.
 - Provide training around team building and culture based on the organization's core values – Leadership, Integrity and Teamwork (LIT).

1.1.C. Review and identify policy areas that can address broader Diversity, Equity, and Inclusion (DEI) objectives

Metrics/Outcome/Deliverables:

- Participate in quarterly meetings organized by the San Mateo County Chief Equity Officer and led by representatives from various organizations throughout the County with a shared interest in advancing DEI objectives.

- Information gathered at these meetings will be shared with the Executive Leadership Team and used to identify and implement DEI principles and strategies in Foster City.
- Support policies and initiatives that advance DEI principles such as the Age Friendly Initiative, ADA Transition Plan, etc.
- Ensure that community outreach efforts encourage participation and engagement from all members of the community via disseminating messaging to community-based organizations, offering language translation services upon request, and implementing a system to provide closed captioning services at public meetings.
- Actively try to recruit more women in law-enforcement through the FCPD participation in the 30 X 30 Initiative, a national initiative to advance women in policing (30% women recruits by 2030).

Goal 1.2. Maintain and enhance strong partnerships with school districts serving Foster City.

What Success Looks Like:

1.2.A. Meeting with school board members regularly

Metrics/Outcome/Deliverables:

- The FCPD to continue to build relationships with the school district to include non-enforcement community building activities.

1.2.B. Having assigned leadership positions to discuss partnership opportunities

Metrics/Outcome/Deliverables:

- Continue meetings between the FCPD and School Superintendent and Board Member to discuss FCPD/School District MOU.
- Review and update the current Joint Use Agreement (JUA) between the SMFCSD School District and the City which allows for shared use of District owned facilities by Parks & Recreation when not in use by the schools.

CITY COUNCIL OPERATIONS AND IMPROVED COMMUNITY ENGAGEMENT

The City Council operates at the highest level of civil discourse, encouraging resident engagement and full transparency.

Goal 2.1. Expand community education and engagement efforts to increase resident awareness and involvement, foster community relationships and expand exposure to accurate information.

What Success Looks Like:

2.1.A. Host biannual Town Halls

Metrics/Outcome/Deliverables:

- Host an informational Town Hall in 2023 to improve community awareness on key City topics and issues.
 - Explore providing in-person and virtual town hall options to increase resident participation.
 - Transition to biannual Town Halls starting in 2024.

2.1.B. Develop and implement a Civics 101 Academy

Metrics/Outcome/Deliverables:

- Complete researching Civics Academy programs offered by other local agencies to determine the attributes of a successful program.
- Launch program in 2023 providing residents an opportunity for a comprehensive look at how local government functions.
- Civics Academy to be held annually with the inaugural academy starting in September 2023.
 - Promotion of program to begin in July 2023. Academy to be limited to 25 participants, with a maximum of 5 youth members.
 - Academy to have 7 weeks of educational sessions ending with a graduation ceremony at a regularly scheduled Council meeting.

2.1.C. Develop and implement a strategic outreach plan for renters

Metrics/Outcome/Deliverables:

- Explore different avenues to reach renters, including targeted messaging via utility billing.
- Contact property managers to post on shared neighborhood boards and distribute City marketing/news materials.
- Publicize renter resources such as landlord and tenant information, affordable housing opportunities, and emergency rental assistance via the City's website, newsletter, social media channels, marquee, and local newspapers.

2.1.D. Develop Age Friendly City (AFC) Initiative Strategic Plan to make Foster City more livable for people of all ages, including seniors

Metrics/Outcome/Deliverables:

- Produce a 3-year Action Plan for the City that highlights current efforts to support older adults as well as plans for improvement based on guidelines provided by AARP (an affiliate of the World Health Organization's Global Network of Age-Friendly Cities and Communities) by 2023.

Goal 2.2. Establish a legislative platform to guide the City's legislative advocacy efforts and continue to pursue grant funding opportunities.

What Success Looks Like:

2.2.A. Continue to advance the City's legislative advocacy efforts

Metrics/Outcome/Deliverables:

- Provide bimonthly report of legislative updates and lobbying activities to Council.

- Present a Legislative Policy Platform for Council consideration and adoption.
 - Draft letters of support or opposition for legislation
- Actively pursue County/State/Federal grant opportunities.
- Evaluate options for engaging with federal lobbyist.

SMART PLANNING, DEVELOPMENT, AND THE LOCAL ECONOMY

Create a long-term vision that protects, maintains, and enhances our community character through thoughtful planning and economic development policies.

Goal 3.1. Identify new revenue sources and strengthen existing resources to ensure Foster City finances are more resilient to economic fluctuations and support city services.

What Success Looks Like:

3.1.A. Economic Development Initiatives

Metrics/Outcome/Deliverables:

- Restructure to house the economic development function within the Community Development Department.
 - Bring forward an Economic Development (ED) Manager position in FY 2023-24 proposed budget for Council consideration.
 - Hire Economic Development Manager by the end of the year.
- Meet and consult with an expert/seasoned Economic Development Specialist and give a tour of the City to gain their perspective of the unique qualities, challenges, and economic development opportunities in Foster City.
- Task the ED Manager to build relationships and engage with the Foster City business community, stakeholders, and the Foster City Chamber of Commerce.
- Continue partnering with the San Mateo Small Business Development Center (SBDC) to offer a series of COVID-recovery webinars exclusively tailored to Foster City small businesses.

3.1.B. Identify economic development opportunities including redevelopment opportunities on vacant land

Metrics/Outcome/Deliverables:

- Engage with the business owner occupying the city-owned property on E. 3rd Avenue regarding the current lease agreement prior to 6/30/23.
- Follow-up with the property owner of the former OSH site regarding redevelopment opportunities as a result of inclusion of the site in the housing sites inventory in the Housing Element.
- Reach out to the property owners of vacant/unoccupied/underutilized properties on a half-yearly basis to understand the challenges they are facing in leasing or finding a new tenant and what help the City can provide.
- Explore feasibility of a commercial property vacancy tax/assessment by researching public agencies that have successfully implemented such a vacancy tax/assessment and assess City Council's interest in moving forward.
- Explore feasibility of developing Sea Cloud II

3.1.C. Consideration of a 2024 ballot measure on Business License Tax (BLT)

Metrics/Outcome/Deliverables:

- Initiate and engage in ongoing dialogue with City businesses to build strong relationships and assess their needs and understand their perspectives on a BLT ballot measure.
- Research BLT methodologies and consider feasibility of various methodologies (e.g., gross receipts, square footage, employee count) with presentation to Council in January 2024.

3.1.D. City Revenue Sources

Metrics/Outcome/Deliverables:

- Complete a User Fee Study to update Cost Allocation Plan and User Fees so fees are aligned to better reflect the cost of providing service.
 - Cost Allocation Plan and User Fee Study to be presented to City Council in Q2 of 2023.
- Review Water and Wastewater Rates and rate structure to ensure that they are compliant with state and federal law and fully supporting the cost of the Enterprise operation.
 - Final rates to be adopted in June for implementation in July.
- Conduct a comprehensive review of the Solid Waste rates and fees to cover the cost of services, including a franchise fee that addresses City indirect costs.
 - Findings from this study will be brought to the City Council for consideration as part of the Rate Year 2024 rate setting process in Fall 2023.
- Introduce a cost recovery policy for Parks and Recreation Programs and Services that provides guidelines to staff on setting rates for various programs and services that are based on the level of community benefit, and other community priorities which will ensure consistency and transparency.
- Identify opportunities for improved cost-recovery in various Parks and Recreation programs and services including the delivery of sports field and facility rentals in the City.
 - Identify strategies to improve cost-recovery for the City's sports fields by working with sports field user groups on viable solutions.

Goal 3.2. Preserve the character and unique features of the residential community in Foster City while adhering to State housing and land use mandates.

What Success Looks Like:

3.2.A. Adopt Objective Design Standards (ODS) that maximize the preservation and maintain the character of Foster City, while complying with state mandates

Metrics/Outcome/Deliverables:

- Adopt Multi-Family Residential ODS to enhance, preserve and maintain the multi-family residential character of Foster City, while complying with state mandates.
- Begin work on ODS for Accessory Dwelling Units (ADUs).

3.2.B. Navigate the Department of Housing and Community Development (HCD) to complete an approved housing plan

Metrics/Outcome/Deliverables:

- Complete Housing Element for the 2023-2031 Regional Housing Needs Assessment (RHNA) period for Council adoption by May 31, 2023, and achieve Housing Element Certification from the California State Department of Housing and Community Development (HCD).
- Complete Final Environmental Impact Report (EIR) for Housing and Safety Element Updates for Council consideration and adoption concurrent with Housing Element adoption.
- Complete Safety Element for Council consideration and adoption by August 2023.

3.2.C. Create increased community awareness of state housing mandates and the resulting policy implications.

Metrics/Outcome/Deliverables:

- Periodically update City's webpage on housing legislation on new and upcoming state laws to keep the community informed.
- Present new state laws that become effective on Jan 1, 2023, to the Planning Commission and discuss how these laws affect Foster City.
 - The Study Session will provide an opportunity for the community to be educated and informed on upcoming housing legislation.

3.2.D. Affordable Housing

Metrics/Outcome/Deliverables:

- Update Density Bonus requirements to comply with State law.
- Create a dedicated webpage to be updated quarterly for available federal, state, and local funding sources that offer subsidies for affordable housing.
- Continue to monitor the agreements for the ownership BMR units to ensure the continued affordability of these units for the terms of their agreements.
- Ensure that 22 Workforce Housing units are fully occupied.

SUSTAINABILITY

Focus on a multi-decade timeline with policy development that prioritizes the environment, economics, and community of Foster City.

Goal 4.1. Sustainability Measures

What Success Looks Like:

4.1.A. Develop Policy Options for Reach Codes

Metrics/Outcome/Deliverables:

- Review and gather high-level data need requests for electrical capacity study for the development of Reach Codes.
- Engage with stakeholder groups, including the residential and business communities to inform them about Reach Codes and discuss Electrical Capacity Study.
- Prepare cost-effectiveness studies/analysis for policy options.

4.1.B. Water Conservation

Metrics/Outcome/Deliverables:

- Hold public meetings with EMID Board of Directors to adopt a Water Neutrality Growth Ordinance
- Work with EMID to develop, promote and implement water conservation methods and programs for new and existing developments.
- Update the City's website and handouts to provide information on water conservation programs.

4.1.C. Energy Conservation

Metrics/Outcome/Deliverables:

- Continue to promote the solar rebate program (as long as funds are available).
- Provide expedited review of Solar Permits and Electric Vehicle Charging station permits.
- Explore grants and funding opportunities for EV Charging Stations on city owned facilities including workforce housing at 501 Pilgrim Drive.
- Update City's website to make information easy to find, and promote energy conservation resources, programs, and rebates.
- Research Electric Vehicle City Fleet Policies adopted by other local agencies.
- Explore feasibility of installation of Solar PV on City facilities.

4.1.D. Climate Action Planning

Metrics/Outcome/Deliverables:

- Update the City's Climate Action Plan (CAP) to reflect current City and State legislation, priorities, and policies related to environmental sustainability and Greenhouse Gas (GHG) reduction and conduct CEQA review.
- Conduct extensive community engagement and outreach to create a community-based 2023 Climate Action Plan.
- Once approved by City Council, continue to engage with the Community to implement the CAP, continuously communicating the progress of the various strategies and actions.

INNOVATION

Welcome and support ideas and new initiatives that allow the City to experiment with solutions and recognize that accepting modest risk is required to allow for new ideas to be tried.

Goal 5.1. Technology and Innovation Initiatives

What Success Looks Like:

Goal 5.1.A. Automated Permitting for residential rooftop solar systems.

Metrics/Outcome/Deliverables:

- Use the CalAPP grant funds received to engage with a consultant for SolarApp+ (Solar Automated Permitting Platform or an alternative software) that automates and standardizes building departments' permitting processes for simple residential rooftop solar/PV systems.

Goal 5.1.B. Implement software technology for parks asset management and tracking

Metrics/Outcome/Deliverables:

- Implement the Cartegraph Asset and Operations Management Software and provide training to Parks Maintenance staff on the use of software to help with parks asset management and tracking, scheduling preventative maintenance and exploring other efficiencies to be gained with the application.

Goal 5.1.C. Prepare an IT Strategic Plan

Metrics/Outcome/Deliverables:

- Hire a consultant to undertake the preparation of an IT Strategic Plan
 - The IT Strategic Plan will include a series of achievable projects and initiatives recommended for implementation over the next five years and beyond.
 - The plan will help align prioritization of efforts and ensure optimal and appropriate technologies are utilized.

Goal 5.1.D. Scheduling Software

Metrics/Outcomes/Deliverables:

- Issue RFP for scheduling software to allow for more efficient timekeeping across departments.

Goal 5.1.E. Security Enhancements

Metrics/Outcomes/Deliverables:

- Upgrade the controller hardware for the City's door keycard system so that staff may update the management software to a modern and supported version.
- Purchase Multi-factor Authentication Key fobs for users without City-issued cellphones, increasing security when logging on remotely.

PUBLIC SAFETY AND SOCIAL EQUITY

Continue to promote diversity and inclusive policies within the City organization and seek social equity in all City policies including public safety.

Goal 6.1. Continue to support public safety to ensure best-in-class police services that reduce crime and increase community safety.

What Success Looks Like:

6.1.A. Continued community outreach efforts focused on discussing fair and impartial policing for all and to include opportunities for community input and engagement

Metrics/Outcome/Deliverables:

- Host a Faith and Blue Event
- Continue to provide 21st Century Policing Training with a focus on employee wellness.
- Applying to be an early adopter of Active Bystandership for Law Enforcement (ABLE), a national hub for training, technical assistance, and research, all with the aim of creating a police culture of active bystandership and peer intervention through policy, training, support, and accountability.

6.1.B. Increase general staffing levels for public safety

Metrics/Outcome/Deliverables:

- Attend in-person recruiting events.
- Continue to visit the CSM Police Academy at their written (PELLETB) and physical agility (WSTB) tests to meet with prospective candidates.
- Host a recruitment booth at all City events.
- Find innovative and creative ways to recruit from different applicant pools.
- Focus on retention of employees through a strong wellness program, growth opportunities, and leadership development.

6.1.C. Community events hosted by the FCPD to educate and increase public safety and security awareness

Metrics/Outcome/Deliverables:

- Hold 2 Coffee with a Cop Events.
- Crime prevention Corporal to continue offering safety meetings to HOAs and business community.
- Perform all requested CPTED Security Surveys.

6.1.D. Work with the Foster City Police Department to further measure and implement a Community Connect Program

Metrics/Outcome/Deliverables:

- Restore Community Connect Program (CCP) once staffing levels are restored and the Community Engagement Officer position is filled.
- Hold 2023 National Night Out event.

FACILITIES AND INFRASTRUCTURE

Maintain a standard of excellence with regards to infrastructure, including streets, lagoons, levee, parks, water supply system, wastewater system, storm water collection system, and City facilities to preserve and enhance quality of life for future generations.

Goal 7.1. *Invest in the health and amenities of the City's water features (lagoons, canals, beaches) to ensure this unique characteristic and community experience remains a signature feature of the community.*

What Success Looks Like:

7.1.A. *Address the City's Lagoon Health*

Metrics/Outcome/Deliverables:

- Actively implement the Lagoon Management Plan to ensure the on-going health and safety of lagoon water quality.
- Measure, identify and distribute accurate information to the community regarding Foster City lagoons' water quality.
- Develop an Integrated Canada Goose Population Management Plan for the City to help maintain healthy lagoons, beaches, and parks.

7.1.B. *Strengthen the reputation and brand of the unique water experience that Foster City has to offer through its lagoons*

Metrics/Outcome/Deliverables:

- Undertake efforts to incorporate a long-term vision and plan that enhances recreational opportunities and activates the lagoons in Foster City as part of the Parks Master Plan process.

7.1.C. *Invest in Capital Improvement Projects (CIPs) that address critical infrastructure needs of the City*

- Continue to monitor and actively participate in the successful completion of the Wastewater Treatment Plant Project.
- Actively prioritize and manage the Capital Improvement Program.
- Continue to maintain the City/District's essential infrastructure: Streets, Lagoon, Levee, Water Distribution and Wastewater Collection systems.
- Manage the Levee Improvement Project to deliver on interim milestones and phased trail openings with anticipated completion date January 2024.
- Complete the design phase and community engagement for the Recreation Center Rebuild Project.
- Hire a consultant to undertake the completion of the Parks Master Plan.
 - Set the framework for the planning, maintenance, development and/or rehabilitation of the City's parks.
 - Address current trends and is responsive to the changing needs and interests of the community.
 - Prioritize projects given the City's limited capital improvement fund dollars.