

**CITY OF BELMONT  
CITY COUNCIL AND BELMONT FIRE  
PROTECTION DISTRICT BOARD OF  
DIRECTORS**



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**CITY COUNCIL SPECIAL MEETING AGENDA**

**Tuesday, May 9, 2023**

**6:30 PM**

City Council Chambers

City Hall, One Twin Pines Lane, Belmont, California

The meeting will be broadcast live to Belmont residents on Comcast Cable Channel 27, streamed live via the City's website at [www.Belmont.gov](http://www.Belmont.gov). The public may also attend the meeting in the Chambers and address the Council from the Chambers.

**PUBLIC COMMENT:**

To maximize time for live public comment, we encourage members of the public to provide comments by joining the City Council meeting via Zoom : For web, visit <https://belmont-gov.zoom.us/> select "Join" and enter **Meeting ID: 95745673035**. Use the Raise Hand feature to request to speak. You may rename your profile if you wish to remain anonymous.

For dial- in comments, call **\*67 1-(669) 900-6833** (your phone number will appear on the live broadcast if \*67 is not dialed prior to the phone number), enter **Meeting ID: 95745673035**, and press \*9 to request to speak. All public comments are subject to a 3-minute time limit unless otherwise determined by the Mayor.

If you wish to submit written public comment, you may send an email to [cclerk@belmont.gov](mailto:cclerk@belmont.gov) before the council considers the item. Please indicate the agenda item topic or agenda item number you wish to comment on in your email's subject line. Any public comment regarding agenda items that are received from the publication of the agenda through the meeting date will be made part of the meeting record, but will not be read during the Council meeting.

**1. ROLL CALL**

**2. ITEMS OF BUSINESS**

*Persons wishing to orally address the Council on the items of business listed below will be given an opportunity to do so before or during the Councils consideration of the item.*

**3. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA**

*This portion of the meeting is reserved for persons wishing to address the Body on any City matter not on the agenda. The period for public comment at this point in the agenda is limited to 15 minutes, with a maximum of 3 minutes per speaker. Speakers who requested but did not receive an opportunity to speak during this comment period will be given an opportunity to address the Body later in the meeting. State law prohibits the Body from*

*acting on non-agenda items.*

#### **4. STUDY SESSION**

##### **A. Belmont's 2023-2027 Strategic Plan Update**

*Recommendation:* Discussion and direction on the 2023 Strategic Planning Session for Budget Year 2024

*Attachment(s):*

[Staff Report](#)

[2020 Belmont Strategic Plan](#)

#### **5. ADJOURNMENT**

*If you need assistance to participate in this meeting, please contact the City Clerk at (650) 595-7413.*

*Notification in advance of the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. Meeting information can also be accessed via the internet at: [www.belmont.gov](http://www.belmont.gov).*

*All staff reports will be posted to the web in advance of the meeting, and any writings or documents provided to a majority of the City Council/District Board or Commission regarding any item on this agenda will be made available for public inspection in the City Clerk's Office, One Twin Pines Lane, during normal business hours and at the Council Chambers at City Hall, Second Floor, during the meeting.*



## STAFF REPORT

**Meeting Date:** May 9, 2023  
**Agency:** City of Belmont  
**Staff Contact:** Afshin Oskoui, City Manager, aoskoui@belmont.gov, 650-595-7408  
**Agenda Title:** Belmont's 2023-2027 Strategic Plan Update  
**Agenda Action:** For Information Only

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### **Recommendation**

Discussion and Direction on the 2023 Strategic Planning Session Update for Budget Year 2024.

### **Strategic Focus Area**

Fiscal and Organizational Sustainability

### **Background**

On March 2, 2023, the City Council and staff participated in Belmont's Annual Strategic Planning Session. This working session is the third follow up on the City Council's March 11, 2020, community visioning and strategic planning workshop, facilitated by a consulting firm specializing in leadership and organizational performance. We've had key themes across a wide range of topics including City's new governance structure; priorities for near and long-term; communication and collaboration; DEI; City finances; climate adaptation and resiliency; housing and economic development; and public safety.

The 2020 workshop provided an opportunity for the Councilmembers to establish Council norms, reflect on accomplishments from the past year, receive an update on the progress on the Council priorities and develop a new 5-year Strategic Plan. The City Council developed a five-year strategic plan with policy goals to reflect the most important priorities of the community. These goals help staff work to realize the Belmont Community Vision, and to reaffirm core community values important to City's future. The current strategic plan includes the following five City Council focus areas with supportive goals as its roadmap for action over the next several years:



Our dynamic plan is being modified in meaningful ways based on this feedback.



### **Analysis**

At the March 2, 2023, the City Council held a Strategic Plan workshop retreat to review the midpoint accomplishments of the original five-year plan and progress made to date on the various focus areas, received the community's feedback, and reaffirmed and updated those priorities that will move the organization and community forward for FY 2023 through 2027.

With guidance from the City's facilitator Andy Pendoley, in this session the City Council reaffirmed its support for all of the strategic objectives and supporting initiatives and deliverables that were presented by staff with an emphasis on fiscal and organizational stability, and sustainability plan to address the General Fund's long-term revenue viability, address organizational development to focus on succession planning and attracting new talent, and quality of life and community engagement initiatives. Upon conclusion of the workshop city staff carried out a comprehensive review of the City's strategic plan to ensure that any relevant revisions are made to the plan.

Details on those initiatives are outlined below and will be reflected in the revised Belmont 2020 Strategic Plan updated document (Attachment A). Staff is finalizing a Strategic Plan Performance Update which provides the city's formal performance management report of the initiatives in the Plan, as approved by the City Council in May 2020 and subsequent updates in May 2021-22, and March 2023. The report is set up as a Dashboard of Key Strategic Objectives & Supporting Initiatives identifying short-term (1-2 year) objectives and supporting initiatives for each of the strategic focus area. Additionally, it identifies timeframe for completion of each action step.

The purpose of this plan is threefold:

1. Establish a common vision that will help align city policies, day-to-day operations, and resources with the community's most important values, needs and aspirations.
2. Build momentum for major goals by maintaining a focused effort over multiple years.
3. Identify agreed upon priorities, timelines and performance measures.

Considering feasibility, fiscal impacts, organizational impacts and staffing, alignment with vision, and cost of inaction the Council identified several key initiatives for the upcoming fiscal year in all five Strategic Focus Areas in addition to the ongoing initiatives and projects are already underway.

### ***Infrastructure and Mobility***

- Examine the City's long-term infrastructure needs and update a five-year plan to address identified needs and long-range infrastructure plans including sewers, lighting, signs, traffic signals, pavement management, and storm and drainage facilities.
  - Explore how City facilities can be better equipped to support resiliency efforts
- Continue maintaining and repairing the City's 140 lane miles of roads through the judicious use of funds while seeking additional funding opportunities.
- Develop a Transportation Master Plan that addresses how growth, mobility, traffic congestion, and infrastructure can be managed with a focus on safety and alternative modes.



- Ensure that community engagement effectively “tells the story” of the complexities of managing growth and mobility, and that increased use of alternative modes is important to quality of life
- Continue progress in addressing Fire Station #15 replacement needs.
- Link the City’s fleet renewal plan to climate action and greenhouse gas reduction initiatives.
- Complete development of traffic calming measures to enable implementation at locations with safety concerns.

#### *Economic Development and Housing*

- Reevaluate the City’s economic development plan which includes strategies and policies that increase the quality of life for residents.
- Collaborate with economic development organizations and agencies to update and implement strategies to support housing and commercial development.
- Review the General Plan and zoning and ensure alignment with our housing & economic development plan/vision.
  - Implement Housing Element Actions
  - Evaluate updating policy goals for local hire as part of the Housing Element Update
- Update the Climate Action Plan.
- Continue to review development permitting processes to streamline service and improve efficiency and develop a communication plan to disseminate modifications to staff and customers.
- Enhance the efficiency of processing development permits and approvals.
- Revisit the scope and approach to commercial cannabis implementation.

#### *Fiscal and Organizational Sustainability*

- Conduct routine evaluations of city fees and update as needed.
- Study the benefits and opportunity to update the City’s business license tax for voter consideration.
- Align the provision of critical city services and Strategic Plan implementation with current staffing levels and future demands.
- Review and update as needed the City’s personnel policies to ensure they reflect best practices in diversity and inclusion.
- Develop institutional knowledge “capture” techniques to document processes and procedures in anticipation of retirements and other turnover

#### *Public Safety*

- Emphasize maintaining optimal staffing levels and culture characteristics within public safety units that are reflective of community culture and priorities.
- Focus on improved Public Safety by delivering quality programs and services.
- Lead and coordinate disaster-related exercises to evaluate the City’s response capabilities to a disaster including emergency preparedness.
- Strengthen emergency response through continued coordination with the San Mateo Consolidated Fire Department



### *Quality of Life*

- Complete the Parks, Recreation & Open Space Master Plan.
- Improve Parks & Recreation programs and facilities
- Promote place-making
- Elevate community engagement efforts throughout the City in many ways:
  - Provide timely, accurate information that is easy to access and understand and facilitate public participation in open meetings.
  - Continue building on the City's comprehensive public engagement program including traditional media as well as electronic media such as City website, Facebook, and Twitter to enhance community outreach
  - Increasing resident leadership and participation, such as through commissions and advisory/ad hoc groups.
  - Leading on DEI efforts within City government and in the community.
  - Considering the needs of key groups, including but not limited to: youth, businesses, actively-engaged groups, and vulnerable populations.

At the May 23<sup>rd</sup> meeting the City Council will be asked to take the final step in the strategic planning process, by providing feedback on the above initiatives. Staff will then incorporate the plan's strategic objectives, capital improvement projects and core services into the city's annual budget and the work plans of city departments.

While the proposed 5-Year Strategic Plan is both ambitious and aspirational, it has also been reviewed by city staff to ensure it is realistically achievable assuming current staffing and resourcing levels.

However, with growing economic uncertainty driven by continued rising inflation, State take aways related to VLF funding, ongoing pandemic impacts and other factors outside the city's control, the city's progress on the various goals, objectives, projects, and services outlined in the strategic plan will be subject to the actual amount of funds available and appropriations authorized by the City Council each year in the annual budget.

Despite the challenges of the past three years the organization has been ready and resilient. As we lean into the future our goal is to keep Belmont a great city: thriving and sustainable community for all; a place where people can safely live, work and play.

### **Alternatives**

1. Take no action
2. Defer to Staff for more information

### **Attachments**

- A. Strategic Plan 2020



**Fiscal Impact**

☐ No Fiscal Impact

☒ Funding Source Confirmed: Priorities resulting from the Strategic Planning Session will be incorporated as part of the annual budget development process.

**Source:**

Staff

**Purpose:**

Council Vision/Priority

**Public Outreach:**

Posting of Agenda



CITY OF **BELMONT**

2020  
STRATEGIC PLAN



## To the Belmont Community

On Wednesday March 11, 2020, the City Council and City's Executive Leadership team participated in a community visioning and strategic planning workshop. Although the current global health crisis casts a shadow on our daily activities, the City Council and City staff were engaged in this robust planning discussion to help guide and develop a Strategic Plan to lead us into the next 2 to 3 years and beyond.

Through disciplined leadership and guidance, the City is presently on positive financial footing in the near term. However, given the current events, there are some storm clouds forming which means we need to continue our vigilance, be intentional and thoughtful about how we continue to provide our quality services which the community is accustomed to, while allocating resources to align with our vision and goals to continue with the effective use of your tax dollars.

The day's collaborative and productive discussions to address Belmont's critical issues generated five Strategic Focus Areas to build on our continued momentum and success. A unified vision for the future uses the City's vision and the following City Council focus areas as its roadmap for action over the next 3-5 years, as highlighted below.



Now comes the fun part: rolling up our sleeves and getting to work with unified leadership, a talented workforce, and an involved citizenry. Communication strategies that encourage transparent and consistent dialogue will be an integral part of implementing the Strategic Plan's initiatives. We will provide regular updates to the Council and community on each focus area and initiatives through each fiscal year. While there are many projects within city departments that support these focus areas, the Strategic Plan features the highest priority outcomes. As we lead into the future to keep Belmont a great city as a thriving and sustainable community for all, we look forward to your support and participation!

Respectively Yours,

Afshin Oskoui, P.E., PWLF  
City Manager

## Definitions

### MISSION

Purpose or reason for being

### VISION

Aspirations; picture of our desired future

### VALUES

Fundamental beliefs or guiding principles that drive our behaviors

### STRATEGIC FOCUS AREAS

Broad, most critical areas of focus for the continuing success and sustainability of the City

### GOALS

Desired result or end-point needed to support each SFA

### OBJECTIVES

Specific and measurable actions to achieve the goal



## MISSION

To enrich the quality of life for our community with the services provided for a safe, fulfilling and vibrant life.



## VISION

We are celebrated for enhancing:

- Distinctive community character
- Easy mobility
- Natural beauty
- Thriving culture
- Thriving economy

## VALUES

- Our citizens – our top priority
- Our employees – our most important resource
- Honesty, integrity, respect and ethics
- Open government
- Fiscal responsibility
- Quality services
- Continuous improvement
- Teamwork and partnerships

## STRATEGIC FOCUS AREAS

- Infrastructure and Mobility
- Economic Development and Housing
- Fiscal and Organizational Sustainability
- Public Safety
- Quality of Life



## STRATEGIC FOCUS AREA

## INFRASTRUCTURE & MOBILITY



## GOALS

**A transportation, facilities, and infrastructure system that maintains and improves our community to meet current and future demand.**

## OBJECTIVES

### Enhance multi-modal transportation

1. Implement Ralston & ADLP Corridor Plans.
2. Plan and implement BVSP Mobility Plan.
3. Advance Ped & Bike Masterplan.
4. Develop and implement Transportation Demand Management (TDM).
5. Continue to identify and address trends to inform traffic management approach and solutions through PTSC process (3Es) and Mobility/Capital Plans.

### Advance pavement and street improvements

1. Advance rolling 5-year community-wide street pavement maintenance (Measure I & SB1 funding).

### Advance sewer and stormwater system improvements

1. Complete updates to Sewer and Stormwater Master Plans.
2. Continue progress with sewer system improvement program.
3. Advance stormwater improvement priority repairs (Measure I).

### Improve parks and facilities

1. Address Belmont Community Center improvements.
2. Advance athletic field improvements.
3. Assess facilities' needs.



## STRATEGIC FOCUS AREA

## GOALS

## OBJECTIVES

### ECONOMIC DEVELOPMENT & HOUSING



**Local business, land use, and housing policies that support economic development, downtown revitalization and diversity of housing choices.**

#### Implement Economic Development strategy

1. Establish an economic development framework, identify and prioritize specific community benefits that the City would like to implement.
2. Identify existing and new funding sources for economic development program activities, prioritize expenditures and leverage City funds and assets with state or federal programs.
3. Establish strong relationships and regular communication with community partners, including Belmont Chamber of Commerce, government and educational institutions and business community leaders.
4. Explore new tools for direct engagement with the Belmont business community.

#### Coordinate housing and land use

1. Ensure land use policies and practices support a diversity of housing choices, leverage existing affordable housing assets, and increase options for affordable housing.
2. Engage in long range/advanced planning projects to facilitate TOD related housing and economic development and establish a specific Plan Area for the Unincorporated Harbor Industrial Association (HIA).
3. Prepare and implement the 2022-2029 Housing Element in compliance with new housing laws.
4. Continue with implementation strategy/plan for the GP and BVSP.
5. Coordinate multi-department/stakeholder team to address timely major development applications (e.g. CD, PW, CA, ED&H).
6. Consider and adopt short-term residential rental rules.



## STRATEGIC FOCUS AREA

## GOALS

## OBJECTIVES

### FISCAL & ORGANIZATIONAL SUSTAINABILITY



**Long-term financial stability and investment in our employees to strengthen organizational development and effectiveness.**

#### Ensure fiscal/revenue sustainability

1. Maximize existing sources of revenue, identify new revenue sources to maintain financial stability.
2. Invest in systems and process to promote innovation, effectiveness, and financial stewardship.
3. Secure ongoing funding for sewer, storm, streets, facilities, and parks to address deferred maintenance and future capital needs along with a plan to support critical public services.
4. Use Measure I/SB1 funding to advance infrastructure projects.
5. Evaluate development impact fees for new development infrastructure and services.

#### Strengthen organizational development

1. Develop recommendations and implementation work plan to address talent management, succession planning, workforce planning, and employee/career development.
2. Provide equipment, technology, and resources to employees to ensure high level of service delivery to our community.
3. Create a culture that assures employees are valued, that leadership promotes innovation, creative problem solving, outstanding customer service, and encourages employee engagement.
4. Develop and capture institutional knowledge documenting processes and procedures in anticipation of retirements and turnover to ensure continuity of services to the community; and opportunity to improve those processes and procedures.



## STRATEGIC FOCUS AREA

## GOALS

## OBJECTIVES

### PUBLIC SAFETY



Forward-thinking public safety services aligned with community needs including civic engagement, partnerships, and public education.

#### Ensure public safety - Police and Fire

1. Maintain strong community outreach, and align public safety services with community needs.
2. Engage in succession planning.
3. Enhance internal and external communication.
4. Leverage technology and innovation to protect the community against all risk and threats.
5. Develop a financial plan and replacement strategy for Fire Station 15.



## STRATEGIC FOCUS AREA

## GOALS

## OBJECTIVES

### QUALITY OF LIFE



**Maintain and enhance Belmont's character and quality of life in our community.**

#### **Improve Parks & Recreation programs and facilities**

1. Complete Barrett Community Center Master Plan.
2. Complete Parks, Recreation, and Open Space Master Plan.
3. Deliver accessible, inclusive, age-friendly services, programs, and facilities.

#### **Promote place-making**

1. Promote an environment that encourages arts, consider art in public places and within new development.
2. Explore funding and creative solutions for place-making within public spaces for all ages.
3. Design and implement a City branding effort, inclusive of community signage/wayfinding and gateway features in line with GP/BVSP objectives.
4. Develop public streetscape design standards to enhance place-making in BVSP.

#### **Expand communication and outreach**

1. Develop and expand comprehensive public information and engagement strategy.
2. Conduct outreach and community education about city services, areas of cost, and financial resources.



## Acknowledgments

### Mayor and City Council

Warren Lieberman, Mayor  
Charles Stone, Vice Mayor  
Davina Hurt, Councilmember  
Julia Mates, Councilmember  
Tom McCune, Councilmember

### Executive Leadership

Afshin Oskoui, City Manager  
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John Jones, Information Technology Director  
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Peter Brown, Public Works Director  
Tony Psaila, Police Chief  
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### Facilitator

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### Graphic Design

JPW Communications

