



MEMORANDUM

City Manager's Office

DATE: March 13, 2019

TO: City of Mountain View Advisory Bodies

FROM: Melvin E. Gaines, Principal Management Analyst

SUBJECT: **Advisory Body Input on the Fiscal Year 2019-20 through Fiscal Year 2020-21 City Council Major Goals Work Plan—Council Suggested Projects**

PURPOSE

The City Council initiated the biannual goal-setting process for the Fiscal Year 2019-20 through Fiscal Year 2020-21 City Council Major Goals Work Plan at a February 28, 2019 Study Session. At the Study Session, Council suggested minor revisions to the current Fiscal Year 2017-18 through Fiscal Year 2018-19 Major Goals, and decided that those Major Goals will continue with minor revisions as the Major Goals for the new biannual work plan.

The current Fiscal Year 2017-18 through Fiscal Year 2018-19 Major Goals are:

- Promote Strategies to Protect Vulnerable Populations and Preserve the Socioeconomic and Cultural Diversity of the Community;
- Improve the Quantity, Diversity, and Affordability of Housing with an Added Focus on Middle-Income and Ownership Opportunities;
 - This goal may include a minor revision adding language related to a focus on subsidized housing.
- Develop and Implement Comprehensive and Coordinated Transportation Strategies to Achieve Mobility, Connectivity, and Safety for People of All Ages; and

- Promote Environmental Sustainability with a Focus on Measurable Outcomes.
 - This goal may include a minor revision adding language related to promoting Livability.

The City Council also suggested a number of potential projects of interest to accomplish these goals (see Attachment 1). A next step in the process is to gather input from advisory bodies and City staff about these and other potential high-priority projects that might support accomplishment of the Major Goals. Council will hold a second Study Session on April 23, 2019 to confirm the Major Goals statements, receive advisory body and department staff input on projects, hear public comments, and prioritize potential projects.

Advisory bodies should review the Council suggested projects in Attachment 1 and provide input considering:

- Which projects are most important?
- What, if any, projects are more important than those listed in Attachment 1?

By action of the advisory body as a whole (consensus or majority), advisory bodies should provide input about which Council-suggested or new advisory body-suggested projects are most important. Advisory bodies may also provide any other feedback they believe is appropriate.

BACKGROUND

History on Council Goal-Setting

Since Fiscal Year 2013-14, the City Council has undertaken a biannual goal-setting process to establish a limited number of high-level themes to address challenges or opportunities of great importance to the community and/or organization (referred to as Major Goals) and a work plan of projects to accomplish these goals. This process has been an effective way of directing resources toward, and communicating clearly about, the organization's top priorities. The choice to adopt goals on a two-year cycle recognizes that many significant projects require more than one year to complete.

2017-19 Council Goals Work Plan Update

To accomplish the Council's current Major Goals, staff developed and Council approved 70 projects, initiatives, programs, or policies (hereafter referred to as projects). As noted in Attachment 2, four projects were either merged or discontinued. As a result, the work plan currently consists of 66 projects. Some of these projects were intended for completion within the two-year Council goal cycle, while others were longer-term projects expected to extend beyond Fiscal Year 2018-19. Taken together, these projects represent a significant body of work and have demanded considerable staff resources over the past two years.

As shown in the Council Goals Work Plan Update (Attachment 2), after 18 months of the two-year goal cycle:

- Thirty-four (34) projects (51 percent) are completed as of December 31, 2018.
- Nine (9) projects (14 percent) are expected to be completed by June 30, 2019.
- Twenty-one (21) projects (32 percent) are under way and will continue into the next fiscal year.
- Two (2) projects (3 percent) have not begun.

Update on Other Significant Department Goals

In addition to the projects identified to accomplish the Council's four priority goals, City staff has also undertaken many other significant initiatives, which are reflected in the Fiscal Year 2018-19 Adopted Budget as "Major Departmental Goals/Projects/Initiatives." Looking at all City departments, there are a total of 68 projects above and beyond those associated with the four Council Major Goals. Of these:

- Twenty-five (25) projects are, or will be, completed by June 30, 2019 (37 percent).
- Forty-three (43) goals (63 percent) will continue with an expected completion beyond Fiscal Year 2018-19. These projects have varying levels of progress with some being longer term and not intended for completion within Fiscal Year 2018-19.

Capacity Considerations

To accomplish the Council Major Goals and other significant departmental projects, staff undertook a total of 135 projects this fiscal year. Of this total, 68 (51 percent) will be completed by the end of this fiscal year. In addition, as part of the Fiscal Year 2019-20 Budget process, staff may also propose department projects that need to be undertaken but are unrelated to the City Council goals.

It is clear that the current workload is very heavy and care should be taken to limit the total number of new projects added. The overwhelming majority of staff time (varying by department, but estimated to be 85 percent across the organization) is devoted to day-to-day operations, constraining the capacity for new initiatives. Consequently, assessment and prioritization will be needed to ensure that the Major Goals Work Plan ultimately adopted by Council is feasible. The goal-setting process has been designed to help arrive at this focused set of high priority projects.

During the April 23, 2019 Study Session, Council will be asked to prioritize their suggested project list while considering project input from advisory bodies and staff. Staff will then identify resource needs, timing, and interdepartmental impacts of the highest-ranked projects to determine which will be feasible to pursue in the Fiscal Years 2019-20 and 2020-21 Major Goals Work Plan. This will inform a staff- recommended work plan that will be presented to Council for its review and approval on May 21, 2019.

RECOMMENDATION

1. Review the suggested projects in Attachment 1.
2. Propose any projects that are more important which are missing from the suggested projects list.
3. By action of the advisory body as a whole (consensus or majority), provide input about which Council-suggested and/or new advisory body-suggested projects are most important.
4. Provide any other feedback.

NEXT STEPS

Staff will compile input from each Council advisory body and provide it to Council along with input from City departments at the second Council Goal-Setting Study

Session on April 23, 2019. Council will also hear public comment and review and prioritize potential projects for further analysis by staff at the Study Session.

It will also be necessary to establish the level of priority for project ideas and analyze the staffing and other resources needed to ensure that the Project Work Plan is feasible. A realistic assessment of organizational capacity is essential in order to maximize the success in achieving the Council Major Goals. The entire steps in the goal-setting process are included in Attachment 3.

MEG/BR/3/MGR
~~612-03-13-19M~~

- Attachments:
1. Suggested Projects from the February 28, 2019 Study Session
 2. Fiscal Years 2017-18/2018-19 Major Goals Work Plan Update
 3. Fiscal Years 2019-20/2020-21 Goal-Setting Process Timeline
 4. Advisory Body Project Input Form

FY 2019-21 City Council Major Goals Work Plan Suggested Projects from the February 28, 2019 Study Session

Proposer(s)
MAK = Vice-Mayor Margaret Abe-Koga
CC = Councilmember Chris Clark
AH = Councilmember Alison Hicks
EK = Councilmember Ellen Kamei
LM = Mayor Lisa Matichak
JM = Councilmember John McAlister
LR = Councilmember Lucas Ramirez

GOAL I: PROMOTE STRATEGIES TO PROTECT VULNERABLE POPULATIONS AND PRESERVE THE SOCIOECONOMIC AND CULTURAL DIVERSITY OF THE COMMUNITY.			
#	Objective	Proposer(s)	Notes
1.1	Provide the City Council with an overview of gun safety rules.	MAK	
1.2	Develop and consider a wage theft ordinance.	MAK, LM	
1.3	Study human trafficking policies.	MAK	Consider the County pilot program for food establishments permitting.
1.4	Develop and consider an ordinance limiting or restricting predatory lending.	MAK	
1.5	Explore prevailing wage reform.	MAK	
1.6	Develop and consider a living wage requirement for City contractors.	MAK	
1.7	Work to ensure a complete count in Census 2020.	EK, MAK	
1.8	Partner with school districts to enhance afterschool programs.	MAK, LM	Check in w/MV Whisman regarding funding.
1.9	Have a Study Session on displacement and net loss and develop a work plan for any desired follow up actions.	CC, AH, LR	This study session will explore options for the City to develop a no net loss of affordable housing policy designed to prevent renters with sustainable tenancies from being displaced. It should define and set general rules on "no net loss," and determine application standards. It may explore issues such as: - Requiring, and providing incentives for, relocation of displaced tenants - Expanding emergency rental assistance - Developing a Tenant Opportunity to Purchase Policy/Ordinance similar to the first right to purchase program in Washington DC - Options for the City to purchase naturally affordable housing - Options for the City to establish a moratorium on projects resulting in loss of affordable housing.
1.10	Expand the leadership academy to include programs in Mandarin.	EK	

FY 2019-21 City Council Major Goals Work Plan Suggested Projects from the February 28, 2019 Study Session

GOAL I: PROMOTE STRATEGIES TO PROTECT VULNERABLE POPULATIONS AND PRESERVE THE SOCIOECONOMIC AND CULTURAL DIVERSITY OF THE COMMUNITY.			
#	<u>Objective</u>	<u>Proposer(s)</u>	<u>Notes</u>
1.11	Provide City led/sponsored Know Your Rights Workshops	EK	
1.12	Declare a housing emergency and pilot more flexible safe parking projects in Mountain View and regionally in cooperation with the County, community colleges, and the private sector.	AH	Lobby for State and County funds for emergency housing solutions, Countywide RV parks, community college based safe parking, home hosting programming, SROs. Redefine oversized vehicle parking
1.13	Examine partnership with Destination Home to address homelessness in Mountain View.	EK	
1.14	Develop an oversized vehicle ordinance with a permitting system.	EK	

FY 2019-21 City Council Major Goals Work Plan Suggested Projects from the February 28, 2019 Study Session

GOAL II: IMPROVE THE QUANTITY, DIVERSITY, AND AFFORDABILITY OF HOUSING WITH AN ADDED FOCUS ON MIDDLE-INCOME AND OWNERSHIP OPPORTUNITIES.			
* This goal may be changed to include language adding a focus on subsidized housing.			
#	Objective	Proposer(s)	Notes
2.1	Hold a study session to explore modifications to CSFRA for the 2020 election.	MAK, AH	Potentially allow soft story owners to finance retrofits through limited rent increases, and make pass through language easier for sustainability improvements, add electric vehicle chargers on request and during retrofits, etc.
2.2	Develop strategies for middle-income persons to afford different housing types.	EK	Berkeley has some policies the City should consider.
2.3	Explore consolidation and/or reform of current row house and townhouse standards and guidelines.	MAK, CC	Determine what lots these types of housing should be on.
2.4	Hold a study session contrasting State ADU regulations to the City's to consider updates.	MAK, CC, LR	Consider an ADU amnesty program and/or "grandfathering" existing ADUs, and the City finding funding to help homeowners with upgrades.
2.5	Examine an update to the condo ordinance.	CC	Review storage, parking, and other requirements to allow for different building types. Consider requirements in other cities.
2.6	Identify organizations that could partner with the City to purchase, rehab, and manage older apartment complexes to preserve affordable housing.	CC	
2.7	Develop and consider amendments to the Zoning Code to allow live/work	CC	
2.8	Develop a precise plan for the Moffett Change Area as a transit-oriented area.	AH	Consider wide sidewalks, ground floor retail, urban parks, etc.
2.9	Develop an approach to use public property for maximum community benefit as housing, park space, or other public space.	AH	
2.10	Encourage new housing for seniors that takes into consideration changing needs as one ages.	LM	
2.11	Explore changes to the Zoning Code and the Building Code to improve senior accessibility and mobility within new residential developments.	LR	
2.12	Explore the development of a homebuyer empowerment program.	EK	Potentially partner with Housing Trust Silicon Valley.
2.13	Examine and potentially develop an ordinance that controls mobile home park space rents.	MAK, LR, AH, EK	Evaluate potential protections, consistent with the Mobile Home Residency Law, for mobile home park residents. Develop a database on mobile home park space rents and increases.
2.14	Revisit affordable housing requirements that appear to inhibit condo mapping of new apartments.	LM	

FY 2019-21 City Council Major Goals Work Plan Suggested Projects from the February 28, 2019 Study Session

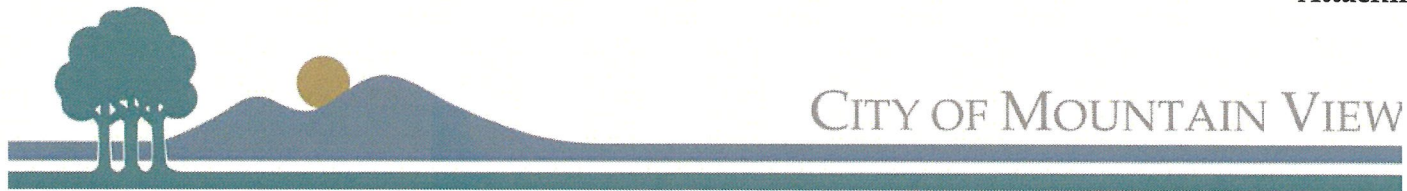
GOAL III: DEVELOP AND IMPLEMENT COMPREHENSIVE AND COORDINATED TRANSPORTATION STRATEGIES TO ACHIEVE MOBILITY, CONNECTIVITY, AND SAFETY FOR PEOPLE OF ALL AGES.			
#	Objective	Proposer(s)	Notes
3.1	Make Mountain View a "Transportation Smart City" - Install new traffic signals and fiber that support connected and autonomous vehicles.	JM	
3.2	Develop/attain a parking app that shows where parking is available.	JM	
3.3	Pilot an autonomous bus route along San Antonio.	JM	
3.4	Implement an autonomous vehicle pilot for reversible lanes on Shoreline.	MAK	
3.5	Examine a regional TMA.	CC, LM	Could include Palo Alto and Sunnyvale.
3.6	Develop e-scooter regulations.	CC	
3.7	Issue RFP and select consultant for the landscape and design of the Transit Center, Underpass & Environs.	AH	
3.8	Declare the "Year of the Pedestrian" to promote pedestrianism and public places.	AH	Create awareness of the elements necessary to allow and promote walking and community gathering.
3.9	Expand the Stevens Creek Trail into Sunnyvale.	EK	
3.10	Revisit the Neighborhood Traffic Management Program to determine and implement measures to further calm traffic.	LM	Establish metric(s) for the program.
3.11	Develop and implement a road improvement program; work with other agencies if the City is not responsible for the road; explore changes to the metric to Pavement Condition Index of 80 or higher as defined by MTC.	LM	
3.12	Develop and implement a plan to prevent downtown parking from spilling into residential neighborhoods in the downtown area.	LM	
3.13	Revise the qualification requirements of the Residential Parking Permit Program to facilitate the establishment of RPP Zones.	LR	
3.14	Develop/attain an app for integrated real time bus, train, shuttle information.	JM	

FY 2019-21 City Council Major Goals Work Plan Suggested Projects from the February 28, 2019 Study Session

GOAL IV: PROMOTE ENVIRONMENTAL SUSTAINABILITY WITH A FOCUS ON MEASURABLE OUTCOMES.			
* This goal may be changed to include language related to promoting livability.			
#	Objective	Proposer(s)	Notes
4.1	Conduct a general City survey to gauge community priorities and interests.	LM, JM	
4.2	Explore opportunities to build/encourage additional EV charging stations.	MAK, CC	
4.3	Work through ESAP projects.	CC	
4.4	Develop alternative carbon offsets.	AH, CC	
4.5	Develop drone regulations.	LM	Address privacy and noise concerns.
4.6	Develop comprehensive bird-safe design requirements for new and refurbished buildings in order to protect the birds in the city.	LM	
4.7	Revise Downtown Precise Plan Area H.	AH	Create a plan to encourage housing and preserve historic downtown as a public gathering place that serves city residents of all ages and incomes. Potentially including: - a pause in office development for 9-months; - walkability, neighborhood serving mom and pop businesses; - modified downtown design guidelines; - revised parking requirements for offices; - setback and upper story step back requirements; - historic preservation; - incentives like TDRs, land swaps and other best practices; - ground floor use and interface regulations; - enhanced Downtown Economic Vitality Program
4.8	Incorporate yearly targets for GHG reduction into ESAP.	EK	
4.9	Develop and consider an update to tree rules on public and private property.	AH, LM	Potentially: - require a front yard tree; - confirm planting of Heritage Tree replacement trees; - develop rules around tree removal for new development; - adopt a ten-percent tree canopy goal.
4.10	Develop a comprehensive plan for lighting throughout the City in order to manage light pollution to sustain residents' health and well-being, and to protect birds and wildlife.	LM	
4.11	Consolidate and update existing plans into a comprehensive wildlife and habitat management plan.	LM	Ensure that wildlife thrives in the North Bayshore area.

FY 2019-21 City Council Major Goals Work Plan Suggested Projects from the February 28, 2019 Study Session

V: COUNCIL SUGGESTED PROJECTS UNRELATED TO THE MAJOR GOALS			
#	Objective	Proposer(s)	Notes
5.1	Review and update the historic preservation ordinance.	MAK, AH, LM	Identify historic resources and define procedures and standards for modifications and demolitions.
5.2	Examine and propose methods to improve development transparency	MAK, AH, LM	Provide development notice to larger proportions of neighborhoods, put 3-D models and project progress online, in City Hall, and at other locations.
5.3	Take an active, proactive, role in addressing issues that are occurring at the State and Federal government level that take away local control, or that have an impact on residents (e.g., CASA, SB 50, airplane noise, drone regulation, etc.).	MAK, LM	Potentially hire a lobbyist to focus on Mountain View at State and Federal levels.
5.4	Develop regulations surrounding lobbyists in terms of registration and disclosure requirements.	LM	
5.5	Review and update the park land dedication ordinance.	CC, LM, JM	Create a framework that clarifies the park land dedication fees, possibly update the density requirements.
5.6	Add benchmarks/measurable results to each thematic goal area.	LR	
5.7	Revamp metrics for each department.	LM, LR	Separate performance measurements from workload measurements.
5.8	Evaluate models of government performance auditing and assess the budget implications and impact on staff capacity of the potential introduction of a limited-scale performance auditing program.	LR	
5.9	Look into form-based zoning	LR	
5.10	Have a study session and develop a small business strategy.	LR, CC, AH, EK	Could include a retail subsidy/ BMR type program for commercial space for small businesses (legacy businesses), placing a cap on chain stores, preparing a small/mid-size business report, and enhancing communications to businesses to provide better support.
5.11	Develop a lactation room policy for City facilities.	EK	
5.12	Provide access to feminine hygiene products at City facilities.	EK	
5.13	Secure broadband service for the whole City, especially low-income families.	JM	
5.14	Examine and potentially develop a Responsible Construction Ordinance.	LM	
5.15	Develop and consider a Community workforce agreement.	MAK, LM	
5.16	Conduct a youth survey to determine how the City can better serve youth.	EK	



FY 2017/18 – FY 2018/19 City Council Major Goals Work Plan

Year 2: Mid - Year Update

The FY 2017/18 – 2018/19 City Council Major Goals Work Plan consists of four goals and a “miscellaneous” category which collectively have 66 corresponding projects, initiatives, programs, and policies (hereafter referred to as projects). Four additional projects were included in the work plan, but were removed for various reasons which are explained in the project notes of this document. As of December 31, 2018, more than half of the projects (34 of 66) were completed.

In summary for the FY 2017/18 – FY 2018/19 City Council Major Goals Work Plan:

- 43 of the 66 projects are expected to be completed by June 30, 2019.
 - 34 projects (51%) were completed as of December 31, 2018.
 - 9 projects (14%) are expected to be completed by June 30, 2019.
- 23 of the 66 projects are expected to continue into the next fiscal year.
 - 21 projects (32%) are underway and will continue into the next fiscal year.
 - 2 projects (3%) have not begun.
 - Project 2.8 - Conduct a Community Benefit Financial Study for Gatekeeper Applications. This project will be completed through private development applications.
 - Project 4.8 -Continue the Greenhouse Gas Reduction Program (GGRP) and Citywide Traffic Model Update. This project is tied to East Whisman Precise Plan and the GGRP cannot begin until the traffic model update is completed (anticipated to begin in FY 2021/22).

The following pages include the work plan separated by goal with project details and notes. Shading is used to highlight completed projects, and ~~strike through~~ text is used to display projects that have either been merged or discontinued.

Goal One: Promote Strategies to Protect Vulnerable Populations and Preserve the Socioeconomic and Cultural Diversity of the Community;

This Goal includes 11 total projects

- 7 projects were completed by December 31, 2018
- 2 projects are anticipated to be complete by June 30, 2019.
- 2 projects are scheduled to continue into the next FY:
 - Project 1.1
 - Project 1.3

GOAL I: PROMOTE STRATEGIES TO PROTECT VULNERABLE POPULATIONS AND PRESERVE THE SOCIOECONOMIC AND CULTURAL DIVERSITY OF THE COMMUNITY

<u>#</u>	<u>Objective</u>	<u>Department(s)</u>	<u>Status</u>	<u>Notes</u>
1.1	Collaborate with regional partners to fund and/or improve awareness of and access to information and referral resources for immigrants; particularly for mixed-status families.	CMO, Library, CSD	Continued	Most action items related to this project have anticipated completion dates in December 2019.
1.2	Study and provide policy recommendations on an anti-registry policy, becoming a sanctuary city, and a Freedom City Policy.	CMO, CAO, Police	Complete	Actions related to this project are operational and ongoing.
1.3	Develop a pilot to apply a Human Rights City analysis framework to selected projects.	CMO, All Depts.	Continued	Framework is developed and will continue to be applied to projects through calendar year 2019 with a follow up item to assess the pilot.
1.4	Enhance community policing services related to homelessness and mental health issues.	Police, CMO, CDD (HD)	Complete	Actions related to this project are operational and ongoing.
1.5	Implement initiatives that come with being a designated Age-Friendly City by the World Health Organization.	CSD	Anticipated Complete	Age Friendly Senior Survey results were completed at the end of 2018. Task Force is developing timeline now based off those results. Task Force worked on and completed a resource guide for seniors while survey results were collected. Anticipated completion by June 30, 2019.
1.6	Collaborate with regional partners and explore opportunities to advocate for Federal policies that protect immigrant rights and vulnerable populations.	CMO	Complete	Actions related to this project are operational and ongoing.
1.7	Continue implementing initiatives to address homelessness, including residents unstably housed in vehicles, with both short-term and long-term actions.	All Depts	Anticipated Complete	Most major activities are operational. Future projects to be determined at March 19, 2019 City Council Meeting.
1.8	Continue to implement the Community Stabilization and Fair Rent Act (CSFRA).	CDD, CAO, FASD	Complete	CSFRA implementation continues, but is now operational as opposed to being in developmental stages.
1.9	Continue the weekly English as a Second Language (ESL) Conversation Club.	Library	Complete	Actions related to this project are operational and ongoing.
1.10	Continue the 24 weeks of children's story times in Japanese, Spanish, and Chinese.	Library	Complete	Actions related to this project are operational and ongoing.
1.11	Continue to utilize multiple methods and platforms to build strong community partnerships, to include online communication and hosting events that promote in-person community/police engagement, that improves public trust and support.	Police	Complete	Actions related to this project are operational and ongoing.

Goal Two: Improve the Quantity, Diversity, and Affordability of Housing with an Added Focus on Middle-Income and Ownership Opportunities

This Goal includes 15 total projects

- 8 projects were completed by December 31, 2018
- 3 projects are anticipated to be complete by June 30, 2019.
- 4 projects are scheduled to continue into the next FY:
 - Project 2.4
 - Project 2.8 – Has not begun.
 - Project 2.12
 - Project 2.13

**GOAL II: IMPROVE THE QUANTITY, DIVERSITY, AND AFFORDABILITY OF HOUSING
WITH AN ADDED FOCUS ON MIDDLE-INCOME AND OWNERSHIP OPPORTUNITIES**

<u>#</u>	<u>Objective</u>	<u>Department(s)</u>	<u>Status</u>	<u>Notes</u>
2.1	Develop recommendations on Short-Term Residential Rental Regulations (e.g., Airbnb, etc.).	CDD (PL), CAO, CMO, FASD	Complete	Ordinance adopted. TOT effective January 1, 2019. Registration required by July 1, 2019.
2.2	Explore strategies to increase ownership opportunities.	CDD (H), CAO	Complete	Strategies included in the September 12, 2017 Affordable Housing Study Session. Implementation is ongoing.
2.3	Update the Below Market Rate (BMR) Ordinance – Condo Mapping.	CDD (PL), CAO, PWD	Anticipated Complete	Anticipated Council adoption by June 2019.
2.4	Begin marketing and establish the Request For Proposals (RFP) process for Lot 12.	CDD (HD), CAO, FASD, PWD	Continued	Recommendations to Council anticipated by October 2019. A new project for Lot 12 Planning and Entitlement will be necessary.
2.5	Establish Terra Bella Visioning and Development Principles.	CDD (PL)	Complete	Anticipated Council adoption by June 2019.
2.6	Hold a Council Study Session on affordable housing priorities and framework.	CDD (HD)	Complete	September 12, 2017 Affordable Housing Study Session.
2.7	Review the Employee Housing Assistance Program.	CMO (HR),	Anticipated Complete	Anticipated completion in June 2019.
2.8	Conduct a Community Benefit Financial Study for Gatekeeper applications.	CDD (PL), FASD	Continued	To be completed through private development applications at either 555 or 777 Middlefield.
2.9	Develop and implement a housing strategy for the homeless.	CDD (HD), CMO	Complete	Strategies included in the September 12, 2017 Affordable Housing Study Session. Implementation is ongoing.
2.10	Continue to enhance existing partnerships and develop new partnerships and funding opportunities to meet housing priorities.	CDD	Complete	Strategies included in the September 12, 2017 Affordable Housing Study Session. Implementation is ongoing.
2.11	Continue facilitating development of affordable housing.	CDD	Complete	Strategies included in the September 12, 2017 Affordable Housing Study Session. Implementation is ongoing.
2.12	Continue the East Whisman Precise Plan.	CDD (PL)	Continued	Adoption anticipated by November 2019.
2.13	Continue Soft Story Seismic Retrofit Program.	CDD	Continued	Going to Council by June 2019 for next steps.
2.14	Continue to develop housing policies (including affordable housing) for Precise Plans.	CDD	Complete	CDD included strategies in September 12, 2017 Affordable Housing Study Session. Implementation is ongoing.
2.15	Continue to study residential uses in North Bayshore	CDD	Complete	North Bayshore Precise Plan adopted in 2017.
2.16	Develop the 2019-24 Affirmatively Furthering Fair Housing Plan.	CDD (HD)	Removed	Council removed this project from the Goals Work Plan on February 13, 2018.
2.17	Continue to process the ten authorized gatekeeper projects.	CDD (PL)	Removed	This should be multiple projects. Will propose individualized projects for next work plan.

Goal Three: Develop and Implement Comprehensive and Coordinated Transportation Strategies to Achieve, Mobility, Connectivity, and Safety for People of All Ages

This Goal includes 23 total projects

- 8 projects were completed by December 31, 2018
- 3 projects are anticipated to be complete by June 30, 2019.
- 12 projects are scheduled to continue into the next FY:
 - Project 3.1
 - Project 3.2
 - Project 3.3
 - Project3.4
 - Project 3.6
 - Project 3.7
 - Project 3.8
 - Project 3.10
 - Project 3.16
 - Project 3.17
 - Project 3.18
 - Project 3.20

**GOAL III: DEVELOP AND IMPLEMENT COMPREHENSIVE AND COORDINATED TRANSPORTATION STRATEGIES
TO ACHIEVE MOBILITY, CONNECTIVITY, AND SAFETY FOR PEOPLE OF ALL AGES**

<u>#</u>	<u>Objective</u>	<u>Department(s)</u>	<u>Status</u>	<u>Notes</u>
3.1	Develop a comprehensive modal plan that would involve the Santa Clara Valley Transportation Authority (VTA), Caltrain, major employers, etc., and include a funding mechanism.	PWD, FASD	Continued	CIP request approved by Council in September 2018. Final adoption is anticipated in early 2020.
3.2	Implement the Transit Center Master Plan	PWD, CDD	Continued	This project will go through 2022.
3.3	Adopt and implement a Vision Zero Policy/Program.	PWD (TB), PD	Continued	Adoption anticipated by December 2019. Implementation will be ongoing.
3.4	Develop Downtown Parking Long Term Solutions—Shared Parking Agreements and Paid Parking Study.	CDD (ED)	Continued	Council Study Session is scheduled for March 2019. Next steps to be determined.
3.5	Develop North Bayshore—Residential Transportation Demand Management (TDM) Guidelines.	CDD (PL)	Complete	This is an internal document available through CDD to help developers create TDM Plans in NBS.
3.6	Continue to solicit input and collaborate with neighbors to develop a regional bike route from Redwood City to the City of Mountain View.	PWD, CMO	Continued	Finalization of regional bike route plan for Mountain View segments is anticipated in September 2019.
3.7	Continue the Short Term Downtown Parking Pilot Programs (Ridesharing/Valet Attendant Assist).	CDD (ED), FASD	Continued	Pilot program extended through FY 19-20.
3.8	Continue the Citywide –SB 743 Implementation (California Environmental Quality Act (CEQA) Level Of Service (LOS) Vehicle Miles Traveled (VMT) Change).	CDD (PL), PWD	Continued	The State has mandated use of VMT in CEQA documents by 7/1/2020.
3.9	Continue the Multimodal Improvement Plan.	CDD (PL), PWD	Complete	Impact fee adopted in September 2018. VTA approved by the plan in November 2018.
3.10	Continue El Camino Real Streetscape Guidelines.	CDD (PL), PWD	Continued	Anticipated to go to Council by October 2019.
3.11	Continue implementation of the North Bayshore Precise Plan Multimodal Improvements and Improvement Fee.	CDD (PL), PWD, FASD	Complete	Actions related to this project are operational and ongoing.
3.12	Continue the drop-in bike clinics.	Library	Complete	Actions related to this project are operational and ongoing.
3.13	Continue the Safe Moves bike safety booth.	Library	Complete	Actions related to this project are operational and ongoing.
3.14	Continue to provide comprehensive traffic safety and education programs	Police, PWD	Complete	Actions related to this project are operational and ongoing.
3.15	Continue East Whisman Area Transportation Oriented Development Improvements.	PWD	Complete	Anticipated completion by June 30, 2019.
3.16	Continue Feasibility Study of Automated Guideway Transportation System Merged with project 3.24	PWD	Continued	Phase 1 final report (feasibility study and tech options) is completed. Phase 2 (alignment alternatives) in progress.
3.17	Continue the design, permit, and construction of Castro Street/Moffett Boulevard/Central Expressway near-term improvements. CIP16-40	PWD	Continued	Construction to begin in July 2019. Anticipated completion by January 2020.

**GOAL III: DEVELOP AND IMPLEMENT COMPREHENSIVE AND COORDINATED TRANSPORTATION STRATEGIES
TO ACHIEVE MOBILITY, CONNECTIVITY, AND SAFETY FOR PEOPLE OF ALL AGES**

<u>#</u>	<u>Objective</u>	<u>Department(s)</u>	<u>Status</u>	<u>Notes</u>
3.18	Continue the design and construction of Shoreline Boulevard interim bus lane and utility improvements. CIP 16-58 (design) & CIP 18-43 (construction)	PWD	Continued	Anticipated construction completion by April 2021.
3.19	Continue the preliminary design of Shoreline Boulevard bicycle/pedestrian bridge over Highway 101.	PWD	Anticipated Complete	Anticipated completion of preliminary design in June 2019.
3.20	Continue to develop the Castro Street Bicycle Lane Study.	PWD	Continued	Underway. Anticipated completion by October 2019.
3.21	Bike Share-1 year Pilot Permit Program	PWD	Complete	1 year pilot to be completed. Next steps TBD.
3.22	Continue to design the reconstruction of Hackett and Wagner Streets.	PWD	Anticipated Complete	Anticipated completion in June 2019.
3.23	Conduct the Latham Street/Church Street Bike Boulevard Study	PWD	Complete	Presented to Council May 5, 2018.
3.24	Continue to initiate a multi year process in conjunction with other cities and agencies to improve last mile connections, specifically exploring fixed rail options.	PWD	Removed	Merged with project 3.16

Goal Four: Promote Environmental Sustainability with a Focus on Measurable Outcomes.

This Goal includes 12 total projects

- 8 projects were completed by December 31, 2018
- 4 projects are scheduled to continue into the next FY:
 - Project 4.1
 - Project 4.5
 - Project 4.8 – Has not begun.
 - Project 4.11

GOAL IV: PROMOTE ENVIRONMENTAL SUSTAINABILITY WITH A FOCUS ON MEASURABLE OUTCOMES

<u>#</u>	<u>Objective</u>	<u>Department(s)</u>	<u>Status</u>	<u>Notes</u>
4.1	Participate in South Bay Salt Ponds project in conjunction with California State Coastal Commission.	PWD (Eng.)	Continued	SBSP is an ongoing multi-year project with complex coordination between many agencies and jurisdictions. The City is a partner and does not control the schedule. The City hired a consultant on an ongoing basis to help us stay connected with the effort and for complex technical engineering assistance.
4.2	Review existing park land acquisition policies and explore new and alternative strategies for acquiring park land.	CDD, CSD, CAO, PWD	Complete	Went to Council April 24, 2018.
4.3	Reestablish the Environmental Sustainability Task Force (ESTF) to provide volunteer resources to support sustainability initiatives.	CDD (Env.)	Complete	
4.4	Establish North Bayshore Precise Plan Environmental Impact Report (EIR) Greenhouse Gas (GHG) Mitigation Measures.	CDD (PL)	Complete	
4.5	Establish North Bayshore – District Sustainability Performance Measurements.	CDD (PL)	Continued	Project is currently paused pending next steps on Sustainability Strategic Plan.
4.6	Continue the Community Choice Energy (Silicon Valley Clean Energy) rollout.	CDD (PL)	Complete	Rollout is complete. The program is operational and ongoing.
4.7	Continue the Environmental Sustainability Action Plan (ESAP-3) Implementation.	CMO, CDD, PWD	Complete	Certain action items remain. Future projects will be determined through the Sustainability Strategic Plan and adoption of ESAP-4 by June 2019.
4.8	Continue the Greenhouse Gas Reduction Program (GGRP) and Citywide Traffic Model Update.	CDD, PWD	Continued	GGRP cannot advance until the updated traffic model is completed (anticipated in 2022).
4.9	Continue to provide Mobile Library Services to reduce trips to the Library.	Library	Complete	Actions related to this project are operational and ongoing.
4.10	Continue to partner with Bay Area Water Supply & Conservation Agency (BAWSCA), Master Gardeners, and other organizations to offer educational classes on environmentally friendly gardening and environmental sustainability.	Library	Complete	Actions related to this project are operational and ongoing.
4.11	Continue the construction of the Community Garden at Shoreline Boulevard and Latham Street.	CSD, PWD	Continued	Anticipated construction completion by October 2019.
4.12	Continue to coordinate with the City of Palo Alto, the Santa Clara Valley Water District (SCVWD), and others on possible improvement/expansion of recycled water.	PWD	Complete	Major actions are complete, however work is ongoing.
4.13	Continue Shoreline at Mountain View Master Plan Project.		Removed	Shoreline Master Plan project was closed for environmental reason. Memo sent to Council February 16, 2018.

Five: Council Directed Projects Unrelated to the Major Goals

This Goal includes 5 total projects

- 3 projects were completed by December 31, 2018
- 1 project is anticipated to be complete by June 30, 2019.
- 1 project is scheduled to continue into the next FY:
 - Project 5.4

V: COUNCIL DIRECTED PROJECTS UNRELATED TO THE MAJOR GOALS

#	<u>Objective</u>	<u>Department(s)</u>	<u>Status</u>	<u>Notes</u>
5.1	Develop Options for Cannabis Regulations.	CDD, CAO, CMO	Complete	Ordinance adopted in 2018. In February 2019 the City Council requested to review. Next steps to be determined.
5.2	Hold a Council Study Session on Public Service Levels.	All Depts	Complete	Council report on June 19, 2018. On-going implementation and monitoring.
5.3	Work with the Visual Arts Committee to develop a strategy to encourage public art in private development projects.	CDD	Anticipated Complete	Anticipated to go to Council by June 30, 2019.
5.4	Work with stakeholders, including businesses, and County and State officials to explore options to develop an on-site fueling ordinance that meets safety requirements. (Clarifying Language: Work with County and State officials and stakeholders, including business, to explore options to develop regulatory code language addressing location and separation/setback requirements for on-demand mobile fueling that meet the interest of public safety and health).	FD, CAO	Continued	Anticipated completion in Fall 2019.
5.5	Explore revenue measure options for two ballot measures in the November 2018 election.	CMO, FASD, CAO	Complete	



FY 2019/20 – FY 2020/21 Goal-Setting Process Timeline

- | | |
|-------------|---|
| February 28 | <p><u>Council Goals Study Session No. 1</u></p> <ul style="list-style-type: none"> • Review process • Recap current priorities/constraints • Confirm/revise current goals • Councilmember suggestions of potential projects • Public comment |
| March | <p><u>Advisory Body Input</u></p> <ul style="list-style-type: none"> • Review/discuss potential project list: Which projects are most important and why? Are any important projects missing? |
| March | <p><u>Department Input and Analysis</u></p> <ul style="list-style-type: none"> • Review/discuss potential project list: Which projects are most important and why? Are any important projects missing? • Begin analysis of staffing/other resource needs |
| April 23 | <p><u>Council Goals Study Session No. 2</u></p> <ul style="list-style-type: none"> • Confirm or edit Major Goal statements if necessary • Receive advisory body and department staff input • Review and ask questions regarding carry-forward and potential new projects • Hear public comment • Prioritize potential projects |
| May 3 | <p><u>Department Analysis and Recommendations</u></p> <ul style="list-style-type: none"> • Review Council's top-priority projects • Identify timing, resource needs (staff, professional services, etc.), and interdepartmental impacts • Develop staff recommendation of Council's highest-ranked projects that are feasible to undertake in the next two years |
| May 21 | <p><u>Council Meeting No. 3</u></p> <ul style="list-style-type: none"> • Discuss staff's recommended project work plan • Adopt Goals and work plan |

ADVISORY BODY PROJECT INPUT FOR FISCAL YEARS 2019-20 AND 2020-21 CITY COUNCIL MAJOR GOALS

At the February 28, 2019 Study Session, the City Council decided that the four major priority goals from Fiscal Year 2017-18 through Fiscal Year 2018-19 will continue with minor revisions as the Major Goals for the new biannual work plan. Those goals are:

1. Promote strategies to protect vulnerable populations and preserve the socioeconomic and cultural diversity of the community.
2. Improve the quantity, diversity, and affordability of housing with an added focus on middle-income and ownership opportunities.
 - This goal may include a minor revision adding language related to a focus on subsidized housing.
3. Develop and implement comprehensive and coordinated transportation strategies to achieve mobility, connectivity, and safety for people of all ages.
4. Promote environmental sustainability with measurable outcomes.
 - This goal may include a minor revision adding language related to promoting Livability.

The next step in the process is to gather input from advisory bodies and City staff about these and other potential high-priority projects that might support accomplishment of the Major Goals. Council will hold a second Study Session on April 23, 2019 to confirm the Major Goals statements, receive advisory body and department staff input on projects, hear public comments, and prioritize potential projects.

Please do the following for each major goal:

1. Review the suggested projects in Attachment 1.
2. Propose any projects that are more important which are missing from the suggested projects list.
3. By action of the advisory body as a whole (consensus or majority), provide input about which Council-suggested and/or new advisory body-suggested projects are most important.
4. Provide any other feedback.

NOTE: An advisory body can choose to provide no input on a goal.

GOAL I: Promote strategies to protect vulnerable populations and preserve the socioeconomic and cultural diversity of the community.

1. Highly important projects that would accomplish this goal which were not included on the suggested project list are:
 - a.
 - b.
 - c.
2. Including any projects proposed by this advisory body, the most important projects to accomplish this goal are:
 - a.
 - b.
 - c.
3. Additional feedback on this goal and projects includes:

GOAL II: Improve the quantity, diversity, and affordability of housing with an added focus on middle-income and ownership opportunities.

1. Highly important projects that would accomplish this goal which were not included on the suggested project list are:
 - a.
 - b.
 - c.
2. Including any projects proposed by this advisory body, the most important projects to accomplish this goal are:
 - a.
 - b.
 - c.
3. Additional feedback on this goal and projects includes:

GOAL III: Develop and implement comprehensive and coordinated transportation strategies to achieve mobility, connectivity, and safety for people of all ages.

1. Highly important projects that would accomplish this goal which were not included on the suggested project list are:
 - a.
 - b.
 - c.
2. Including any projects proposed by this advisory body, the most important projects to accomplish this goal are:
 - a.
 - b.
 - c.
3. Additional feedback on this goal and projects includes:

GOAL IV: Promote environmental sustainability with measurable outcomes.

1. Highly important projects that would accomplish this goal which were not included on the suggested project list are:
 - a.
 - b.
 - c.
2. Including any projects proposed by this advisory body, the most important projects to accomplish this goal are:
 - a.
 - b.
 - c.
3. Additional feedback on this goal and projects includes: