

Major Focus Area	Key Strategy	Activities and Initiatives	Lead Department	Supporting Department(s)	Projected Time Needed to Complete	Additional Resources (if any) to Complete the Task	
Housing and Supportive Services	Pursue creative financing strategies	Evaluate housing bonds, PPP structures, reevaluate middle income tax exempt financing, etc. and present recommendations to Council	ECD/Housing		By Q1 2026		
		Deploy grant funds already secured (IIG, PIP, LTHF, PLHA, etc)	ECD/Housing		Several years. Expenditure deadlines between 2026 and 2031.		
	Encourage balanced housing supply (including rent & own, workforce)	Ownership: Issue RFP for 905 Linden for for-sale, affordable developer	ECD/Housing		By Q3 2025		
		Rental: Pursue AHSC Round 9 application with Bridge Housing for 1051 Mission Road	ECD/Housing	PW/Engineering	Application due May 2025		
		Ownership: Zoning Text Amendment to allow ADUs to be sold separately from primary dwelling units	ECD/Planning		By Q3 2025		
	Ownership: Continue to ensure affordability and supply of BMR units by City acquisition and preventing them from entering regular market	ECD/Housing			Commercial Linkage Fees as needed		
Quality of Life	Support a sustainable retail environment	Park development on Linden	Capital Projects	P&R	2 years	P&R is determining operational and maintenance costs associated with this project, and working with Capital Projects on design and community feedback. Budget requests would be applied for FY26/27.	
		Senior services (expansion)	P&R		On-going	This is on-going work. Staff aims to regularly add additional program offerings for seniors. The Age-Friendly Action Plan may also inform specific targeted programs, as will the Parks and Recreation Master Plan. The RFP for the Master Plan consultant will be issued this year. Resources needed TBD.	
		Women's services		P&R			
		Continue to support and preserve existing commercial tenants at City-owned properties	ECD/EconDev		Ongoing		
		Complete zoning study to look at retail supportive / friendly regulations along ECR, in particular	ECD/Planning		By Q1 2026	Corresponding budget request (\$30,000)	
		Continue to support and incentivize mixed-use development through zoning	ECD/Planning		Ongoing		
		Support pop-ups / microbusinesses through zoning	ECD/Planning		Ongoing		
		Continue pursuing Downtown PBID	ECD/EconDev		By Q1 2026		
		Implement Vacant Storefronts Pilot Program	ECD/EconDev		By Q2 2025		
		Complete visioning study and community engagement for future multi-modal improvements to El Camino Real	ECD/Planning	PW/Engineering	By Q2 2026		
		Roll out shop local resources for City procurement and B2B purchases	ECD/EconDev		By Q3 2025		
Modern and Sustainable Organization	Ensure financial sustainability (including revenue generation)	Implement the utility cut and heavy vehicle fees currently under development	PW	CAO	6 months		
		Vacant City Properties (i.e., MSB)		P&R	2 months	No additional resources needed by P&R at this moment. P&R will lead discussion on facility condition at the April 2025 City Council Meeting. The Parks and Recreation Master Plan, which launches in 2025, will outline the programmatic needs of the community, and whether additional space is necessary to delivery these needs.	
		Explore revenue enhancement options with the support of a consultant	CMO	Finance/CAO	1 year	RFP for revenue enhancement analysis/advisory services to be issued 3/7/25	
		Biennial community survey with Godbe	CMO		9 months	Incorporate into revenue enhancement timeline.	
		ERP Implementation	Fin/HR/IT	CityWide Effort	2-3 years	Cost depends on ERP selection. Additional resources will be needed for project manager and backfill existing staff	
		Continue to manage / enforce Short-term vacation rental renewals	Finance	ECD/Planning	Ongoing		
		Continue to manage / enforce cannabis permit renewals	ECD/Planning		Ongoing		
		Enforcement of business licensing requirements	Finance		Ongoing		
Welcoming and Connected Community	Engage community Volunteers (event, Commissions, partners)	Continue to work with consultants to establish TDM penalty structure	ECD/Planning		Ongoing		
		Explore adding a Senior Commission vs. Age-Friendly Task Force morphing into Senior Advisory Board or Equity Commission including Seniors in their scope.	CMO	P&R	3 months	Commission member stipend would be approximately \$6k (\$100 * 5 members * 12 months). Additional staffing would be required to administer meetings (planning, administrative support, presentations) and deliver recommendations of a new Commission. Presently P&R has 5 bodies including two Commissions it is responsible for with little bandwidth to expand without additional staff support.	
		Westborough Childcare Expansion	P&R		2 years	P&R is conducting operations and maintenance studies to understand ongong costs and revenues associated with the new center. This will be budgeted for in FY26/27.	
		Complete Age Friendly Survey	P&R		1 month	This supports creation of the Age-Friendly Action Plan. No additional resources necessary to craft this document, however, implementation will require additional resources based on specific recommendations that are to be determined based on community feedback. The Action Plan will be reviewed by City Council mid-2025.	
		Continue to have BPAC Members participate in Safe Routes to School & other community programs	ECD/Planning		Ongoing		
		Continue to have Planning Commissioners attend training sessions, and provide presentations on planning policy, regulations and resources at PC meetings (such as new San Mateo County ADU Center)	ECD/Planning		Ongoing		
		Continue to pursue grants to support community events (like the Night Market) and partner with community groups to execute	ECD/EconDev		Ongoing		
Signature event (i.e., pride event, women's conference)	CMO	P&R		TBD.			