



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.



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