

**COUNTY OF SAN MATEO
PLANNING AND BUILDING DEPARTMENT**

DATE: October 23, 2024

TO: Planning Commission

FROM: Planning Staff

SUBJECT: Informational briefing on the findings, final draft report, implementation dashboard, and next steps for the North Fair Oaks Community Plan Review project

PROPOSAL

Receive an informational briefing on the North Fair Oaks Community Plan Review project.

BACKGROUND

Report Prepared By: Will Gibson

Public Notification: A notice of the hearing was posted in the San Mateo County Times.

Location: North Fair Oaks

DISCUSSION

In 2011, the County Board of Supervisors adopted an updated North Fair Oaks Community Plan, replacing the 1979 Community Plan. The updated Community Plan, based on detailed assessment of community conditions and extensive community and stakeholder outreach and input, identified the needs and goals of the community, and established programs and policies to guide the development of North Fair Oaks over the next 25 to 30 years.

In 2022, the County engaged the services of a consulting team, Good City, to assess progress of implementation of the policies and programs in the Community Plan. The goals of the review, at roughly the 10-year mark of plan implementation and approximately halfway through the Plan's prospective timeline, was to:

- Evaluate the progress made towards implementing the NFO Community Plan.
- Prioritize the Plan's remaining actions and recommend implementation actions that address the highest priorities of North Fair Oaks.

- Summarize Plan implementation progress in an online dashboard to monitor the progress of the Plan's objectives and facilitate informed decision-making.

The review is now complete, and the final draft report is available, providing the status of existing policies in the Plan, identifying priority policies for future implementation, and providing recommendations to strengthen the ability of the County and its partners to implement the Plan's remaining work. The final draft assessment is available on the Plan Review website, at <https://www.northfair Oaksplanreview.org/plan-assessment>.

Policy and Program Status. The review is divided by chapter/subject area of the Community Plan, in six sections: Land Use; Circulation and Parking; Infrastructure; Health and Wellness; Housing; and Economic Development. Chapter 7 of the Plan, Design Standards and Guidelines, was not evaluated, as these guidelines are advisory and to the extent relevant have been incorporated into various zoning and other regulations.

For each section, policies and programs are categorized as:

- "Complete," referring to policies or implementing programs that have been carried through and have met all requirements or objectives with nothing more that needs to be done.
- "Initiated and partially complete," policies or implementing programs that have been started and some progress made, but still require more effort or time to reach completion.
- "Ongoing" refers to policies or implementing programs that are in progress and are expected to continue regularly on a recurring basis for a period of time, without an anticipated definite endpoint.
- "Not initiated," policies or implementing programs that have not yet begun or started. These may be projects, policies or programs that are inactive for different reasons, including lack of funding or because they are no longer applicable or desired due to changes in state law or local priorities.

Of the 334 policies and programs in the six Plan chapters evaluated, 100 have been completed; 77 have not been initiated; 108 are ongoing; and 49 have been initiated and are partially complete.

Implementation Dashboard. The outcomes of the review are summarized on the Implementation Dashboard by status and subject area, available here: <https://www.northfair Oaksplanreview.org/implementation-dashboard>

The dashboard is a tool designed to visualize the progress of policies and strategic initiatives in North Fair Oaks over an extended period. The dashboard helps measure the success of the Plan's objectives by evaluating activities that support Plan implementation since the Plan's adoption. The dashboard's progress bars provide a visual representation of the overall progress made towards implementing the Plan's policies. The dashboard will be updated on a regular basis making it an essential tool for monitoring the progress of the Plan's objectives and facilitating informed decision-making.

Community and Stakeholder Outreach. Assessment of the Plan was based on extensive community and stakeholder outreach, including approximately 40 interviews with County staff and stakeholders involved in Plan implementation activities, 312 community surveys, 36 Plan implementation stakeholder surveys, 12 pop-up events in North Fair Oaks, mailings to every household in North Fair Oaks, and online engagement through a project website, social media and project videos. All community engagement was conducted in English and Spanish. The community survey results along with the Plan implementation survey responses were used to inform the recommendations including identifying priority policies, challenges, and opportunities. The input received during the consultations with the community and stakeholders was taken into consideration when developing the recommendations for priority policies and future areas of focus included in the assessment.

Priority Policies. The review also categorizes various policies not yet completed as "Priority Policies," identified as areas of focus based on community and stakeholder input as well as feasibility. These policies are identified to assist the County and other stakeholders and partners in identifying and allocating resources for future implementation of the Community Plan's initiatives.

Administrative Recommendations. Additionally, the Plan Review provides a set of administrative recommendations to assist in future implementation of the Plan. These include:

- Establish an interdepartmental team to track and manage implementation of the North Fair Oaks Community Plan.
- Continue to regularly target existing resources to North Fair Oaks residents. Continue to provide and increase marketing and education of programs, resources, and county services to lower income North Fair Oaks residents in multiple languages.
- Track North Fair Oaks utilization of county services and programs. Some examples of tracking of utilization of programs and services might include:

- Programs that support code compliance for lower income households and lower income rental properties such as building code inspections for multifamily rental properties.
- Renter assistance provided by nonprofit partners to North Fair Oaks households such as programs to help prevent evictions, including information on fair housing organizations, tenant assistance organizations.
- Available services and resources to assist with provision of temporary housing, alternative permanent housing, affordable housing resources, financial resources, relocation assistance, and other options for displaced residents.
- Support for providing accessibility modifications (such as ramps, grab-bars in tubs/showers, and other modifications) for seniors and others needing such modifications in their home.
- Financial and other assistance to homeless service providers and utilization of services in or near North Fair Oaks.
- Funds going towards rehab and minor repair programs for lower income households in North Fair Oaks.
- Evaluate effectiveness of programs. Require regular evaluation of effectiveness of programs in supporting lower income residents in North Fair Oaks.
- If programs are not being utilized or are not reaching North Fair Oaks residents, assess adjustments to program delivery to more effectively deliver services to North Fair Oaks residents.

The full North Fair Oaks Community Plan Review, outreach materials and summaries, Implementation Dashboard, record of community and North Fair Oaks Community Council presentations, and other materials are available at:
<https://www.northfair Oaksplanreview.org/>

ATTACHMENTS

- A. North Fair Oaks Community Plan Review, Final Assessment: Executive Summary
- B. Implementation Dashboard excerpt



COUNTY OF SAN MATEO - PLANNING AND BUILDING DEPARTMENT

ATTACHMENT A

EXECUTIVE SUMMARY

Adopted in 2011, the North Fair Oaks Community Plan (referred to as “NFO Community Plan”, “NFO Plan” or “Plan” throughout this document) is a long-range comprehensive plan that sets the vision for the North Fair Oaks community for 25-30 years. Significant community and stakeholder input was originally collected and incorporated into the Plan between 2008-2011. After more than a decade of implementation activities, a wide variety of projects have been completed in all of the NFO Plan’s focus areas including land use, circulation and parking, infrastructure, health and wellness, housing and economic development. Some examples include the comprehensive rezoning of priority development areas along commercial corridors (North Fair Oaks Rezoning and General Plan Amendment Project), the reconfiguration of Middlefield Road to include complete streets design and green infrastructure elements (Middlefield Road Improvement Project), the development of a sewer district master plan, the renovation of Friendship Park with 30 raised beds for community gardening, the expansion and redesign of the Fair Oaks Health Clinic and pharmacy, community art projects such as the utility box art project and murals at key gateways into the neighborhood, and significant streamlining of development regulations to encourage and facilitate construction of affordable housing.

This report provides the status of existing policies in the Plan, identifies priority policies to focus on and makes recommendations that strengthen the ability of San Mateo County and its partners to implement the Plan’s remaining work. The recommendations consider resident and stakeholder input collected in the summer and fall of 2023. This document will cover six of the seven chapters of the NFO Community Plan (Chapter 7, Design Standards & Guidelines, was not included as a part of this assessment).

The goal of the North Fair Oaks Community Plan Review project is to review progress made towards implementing the plan, and through community and stakeholder feedback, prioritize plan’s remaining work and make recommendations to strengthen plan implementation.

OBJECTIVES

- Evaluate the progress made towards implementing the NFO Community Plan. Information about the status of each policy is included in Appendices B-G. This document will help new staff understand what has already been completed and what challenges and roadblocks have affected past plan implementation.
- Prioritize the Plan’s remaining actions and recommend implementation actions that address the highest priorities of North Fair Oaks. This document will help staff and decision makers understand current community priorities and help align short, medium and long term priorities with the NFO Community Plan. A detailed summary of community input and how it was incorporated is included in Appendix A.
- Summarize Plan implementation progress in an online dashboard to monitor the progress of the Plan’s objectives and facilitate informed decision-making. This is a planning tool for division staff and stakeholders involved in Plan implementation and decision makers to allocate resources. The dashboard is located on the project website: www.nfoplan.com.

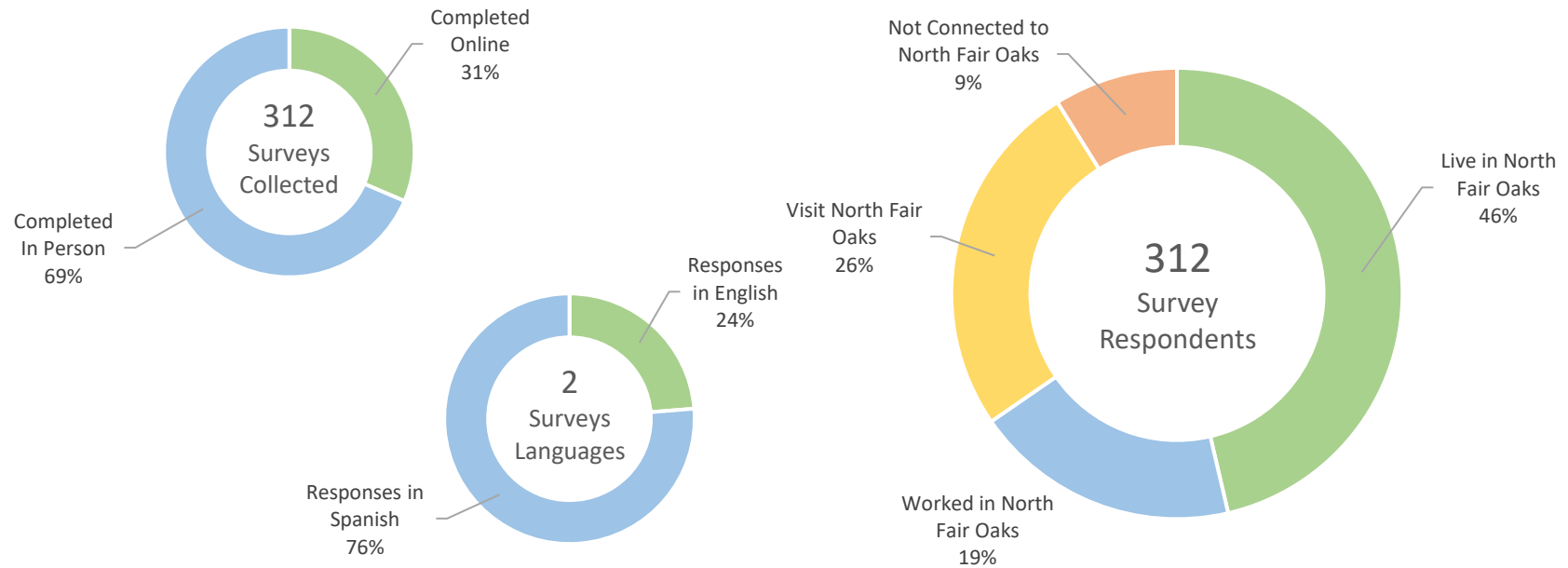
COMMUNITY OUTREACH

Understanding the current priorities of the North Fair Oaks community is key to incorporating community input into the North Fair Oaks Community Plan Review Project. The feedback collected from North Fair Oaks community helped inform the assessment of the Plan and guided the County in evaluating which priorities to focus on, and how to be more successful when implementing Plan activities in the future. There were two goals of the community outreach conducted for the North Fair Oaks Community Plan Review Project.

Goal 1: Collect community input to learn about North Fair Oaks priorities today. This will help San Mateo County staff understand the most important priorities for residents, workers and visitors in North Fair Oaks and how priorities may have changed since the original Plan was adopted more than a decade ago. The input received will help San Mateo County prioritize policies, programs, and projects that are most important to the North Fair Oaks community.

Goal 2: Create community awareness of the North Fair Oaks Community Plan, its purpose, initiatives and how it is used by San Mateo County. There are hundreds of initiatives in the Plan that have been completed, are underway or remain to be completed in the future. Creating awareness of the Plan and how the process of long-range planning works will support community members' ability to shape the policies, projects and programs in their community.

The community input collected included surveys and interviews with community members and leaders, as well as initiatives to share information with community members to create more awareness about the North Fair Oaks Community Plan. The North Fair Oaks Community Council, an advisory body to the San Mateo County Board of Supervisors, received information about the NFO Community Plan Review Project during six regular meetings and study sessions from 2022 to 2024 and provided input on the outreach and community engagement process.



The community engagement included approximately 40 interviews with San Mateo County division staff and stakeholders involved in Plan implementation activities, 312 community surveys, 36 Plan implementation stakeholder surveys, 12 pop-up events in North Fair Oaks, mailings to every household in North Fair Oaks, and online engagement through a project website, social media and project videos. All community engagement was conducted in English and Spanish. The community survey results along with the Plan implementation survey responses were used to inform the recommendations including identifying priority policies, challenges, and opportunities. A detailed description of community engagement activities and analysis of survey results is available in Appendix A. The input received during the consultations with the community and stakeholders was taken into consideration when developing the recommendations for priority policies and future areas of focus included in the assessment.

There is a significant number of nonprofit service providers who make up a strong network providing a broad range of services to strengthen the quality of life of residents and businesses in North Fair Oaks. Many participated by sharing information about their work in North Fair Oaks. Examples include, Sequoia Adult School, Upward Scholars, Fair Oaks Community Center, North Fair Oaks Library, El Concilio of San Mateo County, Redwood City Together, Casa Circulo Cultural, St. Frances Center, Sienna Youth Center, Multilingual Institute, Familias Unidas, Hispanic Foundation of Silicon Valley, North Fair Oaks Community Alliance, Community Alliance to Revitalize Our Neighborhoods (CARON), San Mateo County Sherriff, Fair Oaks Health Clinic, Redwood City Child Development Program, Family Connections, Boys and Girls Club of the Peninsula, North Fair Oaks/Redwood City Community Collaboration for Children’s Success, Climate Ready NFO, Canopy, Nuestra Casa, and Redwood City Police Activities League. Appendix A includes a complete list of organizations that participated in stakeholder engagement for the NFO Community Plan Review Project.

HOW TO USE THIS DOCUMENT

This document provides a comprehensive evaluation of each chapter in the North Fair Oaks Community Plan and suggests priority policies which have been identified based on community and stakeholder input. It is organized in the same manner as the North Fair Oaks Community Plan, with chapters broken into goals and supporting policies which cover Land Use, Circulation and Parking, Infrastructure, Health and Wellness, Housing, and Economic Development. The intention is to both create a high-level overview of the progress that has been made and detailed status updates for each policy.

Each section of this document begins by providing key accomplishments related to the goals and policies of one of six Plan chapters followed by recommendations that highlight key priorities and potential next steps for continued progress. The recommendations were developed by taking into consideration past progress, challenges and limitations, state laws impacting a particular policy, as well as community and stakeholder input received through this and other recent outreach initiatives in North Fair Oaks. The final part of each section is a high-level status update of the chapter’s policies, classifying each policy as complete, initiated and partially complete, ongoing, or not initiated.

Each policy is further expanded in the corresponding appendix that provides an explanation of the status designation. Appendices B-G includes a policy breakdown with a description of the progress made towards accomplishing the objectives of each policy. The status of each policy is based on stakeholder interviews and a review of planning documents and other reports published since the North Fair Oaks Community Plan’s adoption.

IMPLEMENTATION STATUS



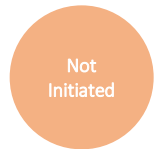
"Complete" refers to policies or implementing policies that have been carried through and have met all requirements or objectives with nothing more that needs to be done.



"Initiated and partially complete" refers to policies or implementing policies that have been started and some progress made, but still require more effort or time to reach completion.



"Ongoing" refers to policies or implementing policies that are in progress and that are expected to continue regularly for a period of time. A project, policy or program that is ongoing is not expected to be completed at a specific time in the future, but an activity or service provided regularly.



"Not initiated" refers to policies or implementing policies that have not yet begun or started. These may be projects, policies or programs that are inactive for different reasons, including lack of funding or because they are no longer applicable or desired due to changes in state law or local priorities.



"Priority Policies" refers to policies where additional tasks, actions, or resources may be needed based on stakeholder and community input as well as local and state law. Priority policies are indicated by a diamond symbol (◆) and summarized in section #.

PRIORITY POLICIES

Priority policies indicated by a diamond symbol (◆) have been identified as areas of focus based on community and stakeholder input as well as feasibility. The recommendations support San Mateo County and other stakeholders and partners when identifying and allocating resources for future implementation of the North Fair Oaks Community Plan's initiatives. Because the Community Plan has hundreds of policies, identifying priority policies helps focus limited Plan implementation resources on initiatives that are most important to the community as well as most likely to result in positive outcomes. Priority policies typically focus on key areas such as economic development, housing, transportation, environmental sustainability, public health, and social equity. These policies aim to address current community needs, acknowledge limitations such as new state and federal regulations or funding challenges, while anticipating and leveraging existing resources and opportunities to meet the Plan's objectives. These policies are designed to help the community strategically invest in implementation to support the Plan's objectives, enhance quality of life, and adapt to changing conditions over time.

ADMINISTRATIVE RECOMMENDATIONS

Administrative recommendations are typically related to the day-to-day operations and management of North Fair Oaks Community Plan implementation activities. These recommendations are practical and specific in nature, focusing on improving the efficiency, effectiveness, and compliance of existing processes, procedures, and practices. Administrative recommendations are geared toward optimizing resources and enhancing operational performance. Administrative recommendations may not necessarily require significant changes in laws or policies but rather involve adjustments to internal procedures and practices.

ESTABLISH AN INTERDEPARTMENTAL TEAM TO TRACK AND MANAGE IMPLEMENTATION OF THE NFO COMMUNITY PLAN

- a. Continue to regularly target existing resources to North Fair Oaks residents. Continue to provide and increase marketing and education of programs, resources, and county services to lower income North Fair Oaks residents in multiple languages.
- b. Track North Fair Oaks utilization of county services and programs. Some examples of tracking of utilization of programs and services might include:
 - Programs that support code compliance for lower income households and lower income rental properties such as building code inspections for multifamily rental properties.
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 - Financial and other assistance to homeless service providers and utilization of services in or near North Fair Oaks.
 - Funds going towards rehab and minor repair programs for lower income households in North Fair Oaks.
- c. Evaluate effectiveness of programs. Require regular evaluation of effectiveness of programs in supporting lower income residents in North Fair Oaks. If programs are not being utilized or are not reaching North Fair Oaks residents, assess adjustments to program delivery to more effectively deliver services to North Fair Oaks residents.



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ATTACHMENT B

IMPLEMENTATION DASHBOARD

A North Fair Oaks Community Plan implementation dashboard is available on the North Fair Oaks Community Plan website at www.nfoplan.com. The dashboard is a tool designed to visualize the progress of policies and strategic initiatives in North Fair Oaks over an extended period. The dashboard helps measure the success of the Plan's objectives by evaluating activities that support Plan implementation since the Plan's adoption. The dashboard's progress bars provide a visual representation of the overall progress made towards implementing the Plan's policies. The dashboard will be updated on a regular basis making it an essential tool for monitoring the progress of the Plan's objectives and facilitating informed decision-making.

