

# COMMUNITY DEVELOPMENT DEPARTMENT

**Mission**

The Community Development Department manages future development in the city to ensure a high quality of life, safety, and economic viability for the entire community. Through the coordination of current and long-range planning, economic development, housing programs, plan review processes, permit issuance, inspection services, and administration of the appropriate City ordinances, the Department preserves neighborhood character and enhances the community's quality of life within the context of the City's General Plan. Services are provided through five programs: Development and Permitting Services; Key Development Project Facilitation; Code Enforcement and Advance Planning; Economic Development; and Housing Compliance and Assistance.

**Organization**

The Department is comprised of Current Planning, Advance Planning, Building, Economic Development, and Housing

**Org Code**

01181000, 01191000, 01191001, 0164000, 01640033, 29291000, 31313000

**Dept #**

1810, 1910, 1911, 2910, 3130, 6400

**Description**

Under the direction of the Community Development Director, the Community Development Department consists of 24 full-time regular employees, 4.2 FTEs equivalent of planning contractors, and 1 FTE Code Enforcement contractor across four divisions.

| Program   | Management   |
|---|--|
| Leadership and Management (3.8 FTEs)  | Community Development Director   |
| Development and Permitting, Key Development Project Facilitation, Code Enforcement, Advance Planning, and Code Enforcement (22.75 FTEs/contractors) | Community Development Director<br>Assistant Community Development Director<br>Planning Manager<br>Principal Planner<br>Building Official |
| Economic Development (1.325 FTE)  | Assistant Community Development Director<br>Economic Development & Housing Manager   |
| Housing Compliance and Assistance (1.325 FTE)   | Assistant Community Development Director<br>Economic Development & Housing Manager   |

# COMMUNITY DEVELOPMENT DEPARTMENT

| Program Name                      | Leadership & Management   |
|-----------------------------------|---|
| <b>Organization</b>               | 3.8 FTEs: Community Development Director, Assistant Community Development Director, Senior Management Analysts, Planning Manager, Principal Planner, Economic Development & Housing Manager, Economic Development Coordinator, Building Official, Administrative Assistant  |
| <b>Major Services</b>             | <ul style="list-style-type: none"> <li>• Manage development in the city</li> <li>• Enhance and protect the quality of life</li> <li>• Secure and enhance economic vitality and housing stock</li> <li>• Provide staff to numerous committees and the Planning and Transportation Commission</li> <li>• Manage Divisions               <ul style="list-style-type: none"> <li>– Current Planning</li> <li>– Building &amp; Code Enforcement</li> <li>– Economic Development &amp; Housing</li> <li>– Advance Planning</li> </ul> </li> </ul>   |
| <b>FY 2024-25 Accomplishments</b> | <ul style="list-style-type: none"> <li>• Established the Development Coordination Committee (DCC) and successfully conducted seven meetings to facilitate efficient inter-departmental project reviews for key development projects</li> <li>• Adopted two Ordinance amendments: one allowing childcare in certain existing facilities and another eliminating the undergrounding requirement for utilities in single-family homes</li> <li>• Launched a community benefits webpage with an interactive map tracking a variety of benefits negotiated through development agreements that benefit the public such as plazas and walkways</li> <li>• All division heads continued to serve on interview panels to meet staffing needs within the Community Development Department</li> <li>• Received \$450,000 in grant funding for long range planning projects</li> </ul> |
| <b>FY 2025-27 Goals</b>           | <ul style="list-style-type: none"> <li>• Continue ongoing code update training for Building Division staff and code enforcement</li> <li>• Continue to initiate Ordinance amendments to streamline housing and manage development in the city</li> <li>• Continue ongoing accessory dwelling unit (ADU)/junior accessory dwelling unit (JADU) and new housing state law trainings for staff in Planning and Economic Development and Housing Divisions</li> <li>• Continue to find and apply for grant funding for any applicable projects/initiatives</li> </ul>   |

|                      |   |
|----------------------|---|
| <b>Program Goals</b> | The goal of the leadership and management team is to provide leadership, oversight, longevity planning, and support to develop and deliver innovative, high-quality programs and services that meet the needs and interests of San Carlos residents and to provide professional recommendations and administrative support services to the City Council, the Planning and Transportation Commission (PTC), Economic Development Advisory Commission (EDAC), Zoning Administrator, Successor Agency, Citywide Safety Committee, Risk Management Committee, and other appointed advisory committees or subcommittees. Another component of this program is to comply with State Law AB 1X 26 regarding the dissolution of the former Redevelopment Agency and liquidation of assets in a manner that maximizes value for the local taxing entity. |
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|------------------------------------|--|
| <b>Leadership &amp; Management</b> | Manage internal administration, master plans, GIS, maps, emergency response, outreach, intergovernmental relations, grant applications, staff training, development and supervision, Municipal Code updates, regulatory compliance, City Council Strategic Plan initiatives, consultant contract administration, budgeting, file management, purchasing, and flood plain administration. Prepare reports and recommendations and provide presentations to the City Council, PTC Zoning Administrator, Successor Agency, EDAC, and other advisory or subcommittees. Prepare agendas and minutes and facilitate meetings. Evaluate and conduct orderly disposition of properties and assets in a manner to maximize value. |
| <b>Objective 1</b>                 | The Key Performance Measures below are selected because each of them requires direct oversight, involvement, and attendance by senior management staff. These measures show the broad span of meetings and tasks requiring in-depth preparation and hands-on expertise on a wide range of complex topics throughout the budget cycle.  |

| Key Performance Measure  |  | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|--|--|-----------------|-------------------|------------------|------------------|
| % of residents satisfied with the City's effort to promote economic development to stimulate the local economy |  | N/A             | 88.1%             | N/A              | 85%              |
| Description  | This satisfaction survey data is collected as part of the Community Satisfaction Survey that is conducted biennially by True North Research, Inc. This year's survey polled 680 adults in January 2025.                                  |                 |                   |                  |                  |
| Purpose  | The survey provides a statistically reliable understanding of residents' satisfaction, priorities, and concerns as they relate to services and facilities provided by the City.  |                 |                   |                  |                  |
| Status   | The latest survey was conducted in 2025 and the next survey will be conducted in 2027. Community survey reports can be found at <a href="http://www.cityofsancarlos.org/communitysurveys">www.cityofsancarlos.org/communitysurveys</a> . |                 |                   |                  |                  |

| Key Performance Measure   |   | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|---|---|-----------------|-------------------|------------------|------------------|
| % of Community Development Department staff who participate in continued learning |   | 86%             | 90%               | 92%              | 95%              |
| Description   | This key performance measure tracks the percentage of staff who actively participated in continued learning, training certifications, leadership programs, etc.   |                 |                   |                  |                  |
| Purpose   | Continued learning and participation in various programs ensures that staff is up to date with current requirements, laws, and best practices and is therefore able to provide excellent customer and share knowledge with a high level of confidence.  |                 |                   |                  |                  |
| Status  | Community Development Department staff place a premium on continuous education and learning and participate as often as possible as workloads allow.  |                 |                   |                  |                  |
| Key Performance Measure   |   | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
| Participation and attendance at countywide and regional meetings                  |   | 72              | 72                | 72               | 72               |
| Description   | This key performance measure indicates the various collaborative meetings staff participated in and/or were involved with that inform a wide variety of tasks that are performed. These include cross-collaboration with other entities/groups such as 21 Elements, MTC, SamTrans, Building Official Collaborations, SVEDA, SAMCEDA, and the Chamber of Commerce. |                 |                   |                  |                  |
| Purpose   | Due to the complex nature of the work, collaboration and assistance with colleagues and agencies is important to accomplishing local and regional goals.  |                 |                   |                  |                  |
| Status  | Staff participate in several regional and/or countywide meetings a month.   |                 |                   |                  |                  |

**Climate Mitigation and Adaptation Plan**

Climate Mitigation and Adaptation Plan (CMAP) implementation.

The CMAP contains 45 climate mitigation and adaptation strategies.

**Objective 2**

| Key Performance Measure  |  | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|--|--|-----------------|-------------------|------------------|------------------|
| % reduction in greenhouse gases community wide since 1990          |  | 9.2% as of 2019 | 9.2% as of 2019   | 9.2% as of 2019  | 9.2% as of 2019  |
| % reduction in greenhouse gases by municipal government since 2015 |  | 26% as of 2018  | 26% as of 2018    | 26% as of 2018   | 26% as of 2018   |
| # of climate strategies addressed                                  |  | 32              | 32                | 34               | 35               |
| % of climate strategies addressed                                  |  | 71%             | 71%               | 75%              | 77%              |
| Description  | The CMAP is San Carlos' strategic plan to reduce greenhouse gas emissions and to adapt to changing climate conditions.       |                 |                   |                  |                  |
| Purpose  | The CMAP identifies 45 strategies that, if implemented, will allow the community to achieve its emissions reduction targets. |                 |                   |                  |                  |
| Status   | The City of San Carlos is implementing the CMAP strategies on an ongoing basis.  |                 |                   |                  |                  |

| Workload Measures  | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|--|-----------------|-------------------|------------------|------------------|
| # PTC meetings facilitated                                   | 17              | 17                | 24               | 24               |
| # of EDAC meetings facilitated                               | 5               | 5                 | 6                | 6                |
| # of Zoning Administrator hearings facilitated               | 1               | 2                 | 2                | 2                |
| # of City Council Subcommittee meetings facilitated          | 17              | 22                | 15               | 15               |
| # of civic engagement events organized and attended by staff | 27              | 15                | 15               | 15               |
| # of new state laws addressed                                | 6               | 6                 | 6                | 6                |

# COMMUNITY DEVELOPMENT DEPARTMENT

| Program Name          | Development and Permitting Services, Key Development Project Facilitation, Code Enforcement and Advance Planning  |
|-----------------------|---|
| <b>Organization</b>   | 22.75 FTEs: Community Development Director, Assistant Community Development Director, Planning Manager, Principal Planner, Senior Planner - Current, Senior Planner – Advance, Associate Planners, Assistant Planner, Economic Development & Housing Manager, Economic Development Coordinator, Administrative Assistant, Senior Administrative Clerks, Building Official, Assistant Building Official, Building Inspectors, Permit Technician, Management Analyst, and planning contractors, including a San Mateo County Code Enforcement Officer   |
| <b>Major Services</b> | <ul style="list-style-type: none"> <li>• Building               <ul style="list-style-type: none"> <li>– Pre-project technical assistance</li> <li>– Issue permits and collect fees</li> <li>– Conduct project inspections</li> <li>– Coordinate all agency final approvals</li> <li>– Apartment inspection program</li> <li>– Flood plain management</li> </ul> </li> <li>• Code Enforcement               <ul style="list-style-type: none"> <li>– Respond to complaints/resolve problems</li> <li>– Enforce zoning and municipal codes</li> <li>– Issue stop-work notices/construction without permits</li> </ul> </li> <li>• Current Planning               <ul style="list-style-type: none"> <li><b>Project Review</b> <ul style="list-style-type: none"> <li>– Conduct development project reviews</li> <li>– Process complex development projects through entitlement, including public hearings with the PTC and City Council</li> <li>– Respond to planning inquiries (email, telephone, in-person)</li> <li>– Review protected tree removal/pruning permit applications</li> <li>– Review business license registration applications</li> </ul> </li> <li><b>Zoning &amp; Land Use Regulation</b> <ul style="list-style-type: none"> <li>– Ensure compliance with zoning and land use regulation</li> <li>– Oversee environmental compliance ("CEQA")</li> <li>– Ensure adherence to state laws</li> </ul> </li> </ul> </li> <li>• Advance Planning               <ul style="list-style-type: none"> <li>– General Plan updates and implementation</li> <li>– Long range planning initiatives and implementation</li> <li>– Specific Plan development and implementation</li> <li>– Housing Element development, compliance, and implementation</li> <li>– State law compliance</li> </ul> </li> </ul> |

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| <b>FY 2024-25 Accomplishments</b> | <ul style="list-style-type: none"> <li>• Adopted the 2045 General Plan Reset (including Certification of Environmental Impact Report (EIR))</li> <li>• Adopted the Downtown Streetscape Master Plan</li> <li>• Adopted zoning Ordinance for multi-family and mixed-use objective design standards</li> <li>• Adopted a new Northeast Area Overlay District as part of the Zoning Ordinance to require a conditional use permit for most projects until the Northeast Area Specific Plan is adopted</li> <li>• Adopted the Pulgas Creek Watershed Management Plan (East Side Innovation District Vision Plan implementation item)</li> <li>• Completed design/engineering schematic design for the 700 Block of Laurel Street + Harrington Park (Downtown Streetscape Master Plan implementation)</li> <li>• Issued 70 business license registration applications</li> <li>• Issued 152 solar installation permits and 30 ADU/JADU permits</li> </ul> |
| <b>FY 2025-27 Goals</b>           | <ul style="list-style-type: none"> <li>• Adopt the Downtown Specific Plan</li> <li>• Adopt the Northeast Area Specific Plan</li> <li>• Adopt amendments to the Transportation Demand Management Ordinance and amendments to on-street and off-street parking regulations (East Side Innovation District Vision Plan implementation)</li> <li>• Break ground and complete construction on Phase1A Harrington Park Downtown Streetscape Master Plan Implementation</li> <li>• Implement the multi-family and mixed-use objective design standards</li> <li>• Adopt a new comprehensive Streetscape Master Plan for the East Side (East Side Innovation District Vision Plan and Northeast Area Specific Plan implementation)</li> <li>• Continue with timely plan review of project applications</li> </ul>  |

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| <b>Program Goals</b> | <p>The goal of the Development and Permitting Services, Key Development Project Facilitation, Code Enforcement, and Advance Planning program is to assist customers with the permitting process and procedures, and review applications for compliance with local regulations and policies, federal and state laws and codes to ensure a well-planned and safe community for the residents and businesses of San Carlos. In addition, this program ensures long-range plans and policies reflect the goals and vision of the City and satisfy and comply with state law. This includes development of and updates to the General Plan, specific plans, and Zoning Ordinance, as well as implementation. Key development project facilitation is also included within the program to ensure high profile projects are of quality design, meet City objectives, are appropriate, are feasible, and are of fiscal and economic benefit for the community.</p> |
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| <p><b>Current Planning Division - Development and Services and Key Development Project Facilitation</b></p> <p><b>Objective 1</b></p> | <p>Provide customer service by responding to a wide range of inquiries generated by email, telephone, meeting requests, and at the service counter. Review development and protected tree removal applications, design drawings, issue planning permits and evaluate review process improvements on an ongoing basis. Coordinate and oversee internal and external plan checks. Prepare reports, presentations, and provide recommendations for decision makers. Assist and facilitate key development projects in the city, including meeting with developers and providing direction. Provide project management services to facilitate the review and processing of large scale and/or complex development proposals through the City's regulatory process; prepare reports and presentations; facilitate community informational meetings and community outreach; negotiate agreements and conditions of project approval; provide leadership; and ensure full involvement from department/divisions.</p> <p>These Key Performance Measures reflect the range of projects planning division staff process. Each application below represents staff time and project management from time of application to completion/approval of the planning review phase to planning-final inspections. The types of applications provide insight into the level of development activity in the community. For example, high volume of business registrations and sign permits are positive indicators of business activity. Conversely, low volume of appeals and variances indicates that the process and regulations are effective in implementing the community's standards. The volume of applications is also an indication of workload volume and directly correlates to staff resource needs.</p> <p>Key development projects include the most complex and significant projects from a citywide perspective. The Key Performance Measures illustrate critical steps in development review and project management, including public hearings and community meetings. Each step requires the highest level of project management expertise, extensive technical analysis, and community outreach.</p> |
|---|--|

| Key Performance Measure  | FY 2024 Actuals  | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|--|--|-------------------|------------------|------------------|
| % of telephone and email inquiries answered within 3 business days | 83%  | 92%               | 92%              | 92%              |
| Description  | <p>This performance measure ensures the timely and efficient delivery of zoning information to community members, developers and business owners. Providing accurate and prompt information reflects excellent customer service, helping customers plan their construction timelines and make informed decisions about leasing, buying or developing a property.</p> |                   |                  |                  |



|  |  |                 |                   |                  |                  |
|--|--|-----------------|-------------------|------------------|------------------|
| Purpose  | Adhering to timelines reduces costs for developers and property owners while directly contributing to City’s economic vitality. Providing timely and accurate information also fosters trust within the community, making San Carlos a desirable and attractive place to do business, work and live.   |                 |                   |                  |                  |
| Status   | Staff continuously seek ways to improve processes and enhance customer service. Efforts include developing response templates for frequently asked questions, creating an FAQ webpage for planning inquiries, maintaining an inquiry tracking sheet to ensure timely responses and follow-ups, and coordinating efficient staff coverage during absences to avoid response delays.   |                 |                   |                  |                  |
| Key Performance Measure  |  | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
| % of planning applications approved within three review cycles |  | 94%             | 97%               | 97%              | 97%              |
| Description  | This performance measure tracks the percentage of planning permits successfully reviewed and approved by all relevant City departments within the required timeframe, including all subsequent reviews. While the City complies with the state-mandated 30-day review period (Permit Streamlining Act), most projects require multiple review cycles to achieve compliance before approval. The review process involves coordination among various departments and divisions including, Public Works, Planning, Building, Fire, Housing, and Advance Planning. A planning permit cannot be issued, and discretionary planning permits cannot proceed to the Planning and Transportation Commission or City Council without full approval from all required departments.  |                 |                   |                  |                  |
| Purpose  | To streamline the planning review process, reducing the need for multiple resubmittals. This benefits both applicants and City staff by minimizing review and processing time while promoting continuous process improvements. Efficient and optimized procedures help facilitate development.   |                 |                   |                  |                  |
| Status   | <p>Staff actively work to improve the internal review process to reduce the time spent on planning permit reviews and minimize the need for resubmittals. This includes creating a comprehensive submission checklist for applicants, streamlining fee payment procedures, providing online resources, and developing incomplete items letter templates for staff.</p> <p>For key development projects, which are typically more complex, multiple rounds of revisions and resubmittals are common. In mid-2024, planning staff established a monthly Development Coordination Committee, allowing applicants to present their projects and receive early input and feedback. This initiative has been highly successful and well attended, and staff plans to continue holding these meetings while refining processes as needed.</p> |                 |                   |                  |                  |

| <b>Workload Measures</b>   | <b>FY 2024<br/>Actuals</b> | <b>FY 2025<br/>Projected</b> | <b>FY 2026<br/>Proposed</b> | <b>FY 2027<br/>Proposed</b> |
|--|----------------------------|------------------------------|-----------------------------|-----------------------------|
| # of planning permits approved                                     | 305                        | 250                          | 250                         | 275                         |
| # of pre-applications processed                                    | 2                          | 3                            | 3                           | 3                           |
| # of protected tree removal applications approved                  | 70                         | 72                           | 70                          | 70                          |
| # of building plan checks approved                                 | 234                        | 196                          | 210                         | 210                         |
| # of business license applications approved                        | 129                        | 130                          | 135                         | 135                         |
| # of Development Coordination Committee (DCC) meetings facilitated | 1                          | 6                            | 7                           | 7                           |
| # of zoning ordinance amendment completed in response to state law | 3                          | 3                            | 3                           | 3                           |

**Building Division  
- Permits and  
Inspections**

The goal of the Building Division permitting, plan review, and inspection services is to assist customers with development projects.

**Objective 2**

| Key Performance Measure  |  | FY 2024<br>Actuals | FY 2025<br>Projected | FY 2026<br>Proposed | FY 2027<br>Proposed |
|--|--|--------------------|----------------------|---------------------|---------------------|
| % of phone and email inquiries answered within 24 hours  |  | 98%                | 98%                  | 98%                 | 98%                 |
| Description  | This key performance measure demonstrates that email and phone inquiries are responded to within 24 hours 98% of the time.   |                    |                      |                     |                     |
| Purpose  | Rapid response time is a key measure which contributes greatly to customer service.  |                    |                      |                     |                     |
| Status   | Building Division staff continue to prioritize quick response times to email and phone inquiries on a daily basis to assist with the building application inquiries, review, and inspection process. |                    |                      |                     |                     |
| Key Performance Measure  |  | FY 2024<br>Actuals | FY 2025<br>Projected | FY 2026<br>Proposed | FY 2027<br>Proposed |
| % of inspection requests scheduled next day  |  | 90%                | 90%                  | 90%                 | 90%                 |
| Description  | This key performance measure indicates requests for building inspections that are able to be accommodated on the next business day.  |                    |                      |                     |                     |
| Purpose  | Next-day inspections help keep development projects moving forward to achieve their completion date goals.   |                    |                      |                     |                     |
| Status   | Accommodating next day inspection requests remains a priority of the Building Division to adhere to City of San Carlos customer service goals.   |                    |                      |                     |                     |
| Key Performance Measure  |  | FY 2024<br>Actuals | FY 2025<br>Projected | FY 2026<br>Proposed | FY 2027<br>Proposed |
| % of Building Division plan checks completed within the posted construction project review timelines |  | 99%                | 99%                  | 99%                 | 99%                 |
| Description  | This key performance measure tracks plan review turnaround time.   |                    |                      |                     |                     |
| Purpose  | A prompt and efficient plan review turnaround accelerates the seamless issuance of project permits.  |                    |                      |                     |                     |
| Status   | The Building Division continues to prioritize quick plan review turnaround time to help facilitate development project permit issuance.  |                    |                      |                     |                     |

| Workload Measures                      | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|--|-----------------|-------------------|------------------|------------------|
| # of permits issued                    | 1,475           | 1,400             | 1,400            | 1,400            |
| # of public records requests completed | 202             | 200               | 200              | 200              |
| # of inspections performed             | 7,072           | 7,000             | 7,125            | 7,250            |
| # of plan reviews completed            | 1,608           | 1,600             | 1,650            | 1,700            |
| # of solar permits issued              | 152             | 150               | 165              | 165              |
| # of ADU/JADU permits issued           | 30              | 35                | 40               | 45               |
| # of apartment inspections performed   | 108             | 180               | 180              | 180              |

**Building Division  
- Code  
Enforcement**

**Objective 3**

Receive, monitor, and respond to Code Enforcement cases. Provide coordinated and improved Code Enforcement through shared services with San Mateo County Code Enforcement to efficiently resolve Municipal Code violations in San Carlos.

The Key Performance Measures for the City's Code Enforcement program reflect the range and volume of cases handled by the Code Enforcement officer.

| Key Performance Measure  | FY 2024 Actuals  | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|--|--|-------------------|------------------|------------------|
| % of Code Enforcement complaints responded to within 72 hours. | 98%  | 98%               | 98%              | 98%              |
| Description  | This key performance measure displays the commitment of Code Enforcement to making timely first contact with complainants and providing clear and legally-sound guidance regarding any and all property code violations, regardless of severity. |                   |                  |                  |
| Purpose  | Responsiveness to code violations sends a clear message to property owners and residents of the department's serious commitment to life safety.  |                   |                  |                  |
| Status   | Code enforcement continues to provide timely responses and guidance to property owners, business owners and residents to all code enforcement complaints and inquiries with one full-time Code Enforcement Officer at 1,580 hours per year.      |                   |                  |                  |

| Workload Measures                                     | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|---|-----------------|-------------------|------------------|------------------|
| # of code enforcement cases closed in one fiscal year | 213             | 220               | 220              | 220              |
| # of code enforcement cases opened                    | 220             | 220               | 220              | 220              |
| # of code enforcement cases requiring citation        | 51              | 50                | 50               | 50               |
| # of formal site visits performed                     | 109             | 110               | 110              | 110              |
| Notices of violation issued                           | 152             | 150               | 150              | 150              |

**Advance Planning Division – Long Range Planning Initiatives, State Law Compliance, and Plan Implementation**

**Objective 4**

Review, assess, and provide policy updates to ensure current policies are effective and respond to community and Council priorities and comply with state law. Prepare updates to the General Plan, Specific Plans, and Zoning Ordinance as necessary. Coordinate and respond to long range planning initiatives as set forth in the City Council Strategic Plan, General Plan, and Specific Plans. Conduct studies, perform research, and investigate best practices. Attend meetings of regional or local agencies including City and County Association of Governments, Association of Bay Area Governments, Grand Boulevard Initiative, Metropolitan Transportation Commission, Airport Land Use Committee, Sam Trans, Commute.org, Bay Area Planning Directors Association, 21 Elements, and others to ensure regional planning efforts are coordinated. Monitor state and regional legislation and provide recommendations to the City Council for consideration.

The Advance Planning Division implements plans, projects, initiatives, and responds to compliance with state law as a regular course of business. This sometimes requires assistance from professional planning/technical consultants through requests for proposals (RFPs), special studies, interdepartmental collaboration, and robust civic engagement.

| Key Performance Measure                         |  | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|---|--|-----------------|-------------------|------------------|------------------|
| % of 2045 General Plan action items implemented |  | 89%             | 91%               | 93%              | 95%              |
| Description                                     | This key performance measure evaluates the percentage of General Plan action items that have been completed, are underway, or ongoing. There are over 300 action items contained in the City's adopted 2045 General Plan (for the 2025-2045 planning period). This measure identifies the rate of General Plan implementation (Housing Element implementation is addressed as a separate performance measure). In 2025, the San Carlos' 2030 General Plan was updated to account for development projections to the year 2045. Because this was not a comprehensive update, no new actions items were developed. |                 |                   |                  |                  |
| Purpose   | The 2045 General Plan is San Carlos' blueprint for meeting the City Council and community's long-term vision for the future. This is done through implementation. In addition, all California jurisdictions are required to provide the Governor's Office of Land Use and Climate Innovation (formerly Office of Planning and Research) with an annual progress report showing progress on General Plan implementation.  |                 |                   |                  |                  |
| Status  | The 2030 General Plan was comprehensively updated in 2009; updated in January 2023 (Housing and Safety Elements), and in May 2025 the General Plan was updated again to set a new horizon year to 2045 with new buildout projections. At present, 52 programs have been completed, 20 are underway, and 203 are ongoing. It is rare to achieve 100% implementation over a 20-year period due to many factors including funding, feasibility, phasing or other limiting factors. The General Plan is an aspirational document that guides decision making.  |                 |                   |                  |                  |

| Key Performance Measure   |   | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed  | FY 2027 Proposed  |
|---|---|-----------------|-------------------|-------------------|-------------------|
| % of Housing element action items implemented   |   | 85%             | 97%               | 98%               | 98%               |
| Description   | This key performance measure evaluates the percentage of Housing Element action items that have been completed, are underway, or ongoing. This measure will evaluate the rate of Housing Element implementation.  |                 |                   |                   |                   |
| Purpose   | Effective implementation of all programs (i.e. action items) are required by the State Department of Housing and Community Development. Staff track the progress of the Housing Element annually pursuant to state law. Meeting San Carlos' housing needs remains a high priority of the City Council and staff; this performance measure highlights overall progress in one easy metric. Failure to implement programs included in the Housing Element could result in revocation of compliance (i.e. certification) by the state.   |                 |                   |                   |                   |
| Status  | The Housing Element was adopted on January 23, 2023. Since then, 20 programs have been completed, 24 are underway, and 103 are ongoing.   |                 |                   |                   |                   |
| Key Performance Measure   |   | FY 2024 Actuals | FY 2025 Projected | FY 2026 Projected | FY 2027 Projected |
| Progress towards regional housing needs allocation, Housing Element 2023-2031- # of net new units |   | 31              | 32                | 284               | 30                |
| Description   | This key performance measure identifies how many net new units per calendar year are counted towards meeting San Carlos' Regional Housing Needs Allocation (RHNA). The 2023-2031 Housing Element Regional Housing Needs Allocation for San Carlos is 2,735 units to the year 2031. While it is not the role of the City of San Carlos to produce housing, it is the role of the City to ensure there are no constraints towards the production of housing. This measure tracks the number of net new residential units added to the City's housing supply each calendar year. Each fiscal year will report on the prior calendar year. For example, for FY 2023-24 the number of new residential units is reported for the 2023 calendar year; for FY 2024-25, the number of new residential units will be reported for the 2024 calendar year and so on. |                 |                   |                   |                   |
| Purpose   | One primary function of Housing Element reporting to the State Department of Housing and Community Development is to track each local government's progress towards meeting its annual Regional Housing Needs Allocation (RHNA) over the 8-year planning cycle (e.g. 2023-2031). The key benchmark for tracking RHNA progress is the number of issued building permits reported each calendar year.   |                 |                   |                   |                   |
| Status  | For the City of San Carlos FY 2024-25 performance measures reporting period, in the calendar year 2024, San Carlos has added an additional 32 units to its housing inventory. For the 2023-2031 planning horizon, a total of 77 net new units are presented as additional housing opportunities for San Carlos' existing and new residents.   |                 |                   |                   |                   |

# COMMUNITY DEVELOPMENT DEPARTMENT

| Program Name                      | Economic Development   |
|-----------------------------------|--|
| <b>Organization</b>               | 1.2 FTEs: Community Development Director, Assistant Community Development Director, Economic Development & Housing Manager, Economic Development Coordinator, Administrative Assistant, and contractors  |
| <b>Major Services</b>             | <ul style="list-style-type: none"> <li>• Expand property and sales tax base to improve fiscal health</li> <li>• Retain, expand, and attract desirable businesses and jobs</li> <li>• Evaluate projects for fiscal and economic benefit</li> <li>• Promote and market the city</li> <li>• Support businesses seeking to expand</li> <li>• Liaise with the Chamber of Commerce to support existing businesses</li> <li>• Administer and manage City land and building assets</li> <li>• Pursue strategic property acquisitions</li> <li>• Manage commercial leases</li> <li>• Collect Commercial Impact and Childcare Development Impact Fees</li> <li>• Implement the goals and actions of the Economic Development Plan</li> <li>• Implement Shop Local programs</li> <li>• Administer the Economic Development Advisory Committee</li> </ul>  |
| <b>FY 2024-25 Accomplishments</b> | <ul style="list-style-type: none"> <li>• Evaluated the extension of a cell antenna lease and new electric car charging sublease for fiscal and economic benefits</li> <li>• Monitored existing commercial leases to collect rents and excess payments</li> <li>• Evaluated two trash enclosure leases for commercial properties to utilize City-owned property for trash services in the Downtown</li> <li>• Commenced the lease on a new digital billboard at 611 Industrial Road</li> <li>• Collected Childcare Impact Fees for large commercial projects</li> <li>• Launched the Childcare Grant Program using funds from the Childcare Impact Fees and awarded \$500,000 to 5 local providers to help increase access to quality childcare in San Carlos</li> <li>• Adopted the Economic Development Plan effective 2025-2028</li> <li>• Submitted offer letters to acquire property in the Downtown</li> <li>• Evaluated the community benefits program for the Northeast Area Specific Plan</li> <li>• Installed wayfinding signs throughout the City including the Industrial Arts District</li> <li>• Partnered with Parks and Recreation to distribute materials for the centennial celebrations</li> </ul> |
| <b>FY 2025-27 Goals</b>           | <ul style="list-style-type: none"> <li>• Negotiate with developers of large commercial properties to procure the best possible community benefits</li> <li>• Attract more revenue-producing businesses into the city, particularly on catalyst sites</li> <li>• Implement the Economic Develop Plan 2025-2028 action items</li> <li>• Work with the Industrial Arts Business Association (IABA) to promote the district as a prime destination for artisan, craft, and creative businesses</li> <li>• Continue administering the Childcare Grant Program through the collection of Childcare Impact Fees</li> <li>• Create/modify resources and learning opportunities for stakeholders and foster connection between providers and community</li> </ul>   |

|                      |  |
|----------------------|--|
| <b>Program Goals</b> | The goal of the Economic Development program is to foster a thriving local economy by increasing the City's tax revenue base and supporting business growth, real estate development, and job creation. Through strategic partnerships, proactive business outreach, and targeted marketing, the program enhances the City's economic vitality while ensuring San Carlos remains a premier place to live, work, play, and learn. |
|----------------------|--|

|                             |  |
|-----------------------------|--|
| <b>Economic Development</b> | <b>Support Existing Businesses and Commercial Owners:</b>  |
| <b>Objective 1</b>          | Strengthen the local business community by providing accurate and timely information, connecting businesses with resources, facilitating tenant-site matching, and engaging with local business groups. Support interdepartmental efforts that impact businesses and track key financial indicators to assess the health of the real estate market and business environment. |

| Key Performance Measure  |  | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|--|--|-----------------|-------------------|------------------|------------------|
| # of businesses that applied to the Small Business Spotlight Program |  | 31              | 26                | 35               | 38               |
| Description  | This key performance measure showcases the City's commitment to recognizing local businesses for their contributions to San Carlos' economic growth. Open to all small businesses through a competitive application, the EDAC selects ten finalists, who receive a featured article, professional photography, and City-promoted social media posts. |                 |                   |                  |                  |
| Purpose  | Tracking the number of applicants to the Small Business Spotlight Program helps measure demand for free promotional support, highlighting the need among small businesses for increased visibility and marketing assistance.   |                 |                   |                  |                  |
| Status   | The Small Business Spotlight Program will continue annually in partnership with the Economic Development and Communications Divisions.   |                 |                   |                  |                  |

| Workload Measures   | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|---|-----------------|-------------------|------------------|------------------|
| # of meetings, calls, and emails with existing businesses and/or commercial property owners | 85              | 90                | 100              | 100              |
| # of Economic Development Newsletters sent  | 10              | 10                | 12               | 12               |
| # of Businesses that participated in the Shop Small Program                                 | 35              | 45                | 50               | 55               |



**Economic  
Development**

**Objective 2**

**Attract New Businesses and Facilitate Investment:**

Increase awareness of San Carlos as a prime business and development destination through strategic marketing, electronic resources, and promotional events. Engage with regional advocacy groups and industry networks to enhance business attraction efforts. Encourage new investment by assisting prospective businesses and developers with site selection, identifying key opportunity sites, supporting large-scale City-partnered projects, and managing impact fees to drive sustainable growth. Track business inquiries, employment trends, and investment activity to assess economic vitality.

| Key Performance Measure               |  | FY 2024<br>Actuals | FY 2025<br>Projected | FY 2026<br>Proposed | FY 2027<br>Proposed |
|---------------------------------------|--|--------------------|----------------------|---------------------|---------------------|
| % change in business license renewals |  | 81%                | 83%                  | 85%                 | 87%                 |
| # of business license renewals        |  | 2,945              | 3,000                | 3,100               | 3,200               |
| Description                           | This key performance measure tracks how many business licenses were issued by the City to raise revenue for municipal purposes.  |                    |                      |                     |                     |
| Purpose                               | Tracking the change in the number of business license registrations helps assess economic growth, revenue trends, and the overall business climate in a city. It provides valuable insights into industry shifts, workforce impacts, and the effectiveness of local policies, guiding economic development strategies and budget planning.               |                    |                      |                     |                     |
| Status                                | Although there is a drop from FY 2023-24 to FY 2024-25 due to market conditions, the number of license registrations may increase in the upcoming years.   |                    |                      |                     |                     |
| Key Performance Measure               |  | FY 2024<br>Actuals | FY 2025<br>Projected | FY 2026<br>Proposed | FY 2027<br>Proposed |
| # of childcare grants awarded         |  | 0                  | 5                    | 3                   | 2                   |
| Amount of childcare grants awarded    |  | 0                  | \$500,000            | \$300,000           | \$200,000           |
| Description                           | This key performance measure tracks the number of childcare providers awarded grants and the total funding distributed. Launched in 2024, the childcare grant program supports qualified providers in making capital improvements that expand childcare capacity within the city. Funding for these grants comes from childcare development impact fees. |                    |                      |                     |                     |
| Purpose                               | Tracking the number of childcare grants awarded helps gauge demand for the program and its effectiveness. Under the Mitigation Fee Act, childcare impact fees must be used within five years, making it essential to monitor grant expenditures to ensure compliance and progress toward spending goals.   |                    |                      |                     |                     |
| Status                                | The grant program launched in 2024 with an initial funding pool of \$1 million. After awarding \$500,000 in the first round, approximately \$500,000 remains, with future annual funding contingent on replenishment from the childcare development impact fee.  |                    |                      |                     |                     |

| Workload Measures  | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|--|-----------------|-------------------|------------------|------------------|
| # of business group and regional advocacy group meetings attended (Silicon Valley Economic Development Alliance, Chamber San Mateo County, Harbor Industrial Association, Urban Land Institute, City of San Carlos Economic Development Advisory Commission, Association of Bay Area Governments, SF Bay Area Planning and Urban Research Association, Plan Bay Area, 21 Elements, etc.) | 35              | 36                | 40               | 45               |
| # of inquiries and meetings from prospective businesses and/or developers and their brokers  | 8               | 10                | 10               | 10               |
| # of development community networking events attended (Urban Land Institute, International Council of Shopping Centers, BisNOW, Broker Breakfasts, Chamber San Mateo County Networking, etc.)  | 12              | 15                | 12               | 12               |

# COMMUNITY DEVELOPMENT DEPARTMENT

| Program Name                      | Housing Compliance and Assistance  |
|-----------------------------------|--|
| <b>Organization</b>               | 1.2 FTE: Community Development Director, Assistant Community Development Director, Economic Development & Housing Manager, Economic Development Coordinator, Administrative Assistant, and contractors   |
| <b>Major Services</b>             | <ul style="list-style-type: none"> <li>• Support regional affordable housing programs</li> <li>• Monitor affordable housing inventory in the city</li> <li>• Collect affordable housing fees for affordable housing development</li> <li>• Administer affordable housing funds</li> <li>• Review and approve Below Market Rate (BMR) plans</li> <li>• Streamline new affordable housing development projects</li> <li>• Provide BMR compliance reports</li> </ul>  |
| <b>FY 2024-25 Accomplishments</b> | <ul style="list-style-type: none"> <li>• Successfully conveyed City and Housing Authority property for the development of Cherry Street Commons, an affordable housing development with 33 family units. Construction began Spring 2025.</li> <li>• Awarded \$173,900 in funding to non-profit organizations working to expand and preserve affordable housing in the San Carlos community</li> <li>• Contracted with HEART for special projects related to housing compliance</li> </ul>  |
| <b>FY 2025-27 Goals</b>           | <ul style="list-style-type: none"> <li>• Explore strategically acquiring property for future affordable housing projects, maintaining relationship with the local broker community and bringing opportunities to the Council for direction as needed</li> <li>• Finish construction of Cherry Street Commons and achieve full occupancy by 2027</li> <li>• Complete regulatory agreements for market rate multi-family projects building BMR units</li> <li>• Calculate and collect BMR fees</li> <li>• Update the BMR fees to reflect current market conditions</li> <li>• Implement Housing Element Action items</li> <li>• Offer ongoing consultations and provide online resources to help developers understand the benefits and requirements of both the City's enhanced Density Bonus and the State Density Bonus programs</li> </ul> |

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| <b>Program Goals</b> | The goal of the Housing Compliance and Assistance Program is to provide safe, high-quality, accessible, and affordable housing in San Carlos for all income levels by supporting the development, rehabilitation, and preservation of units for low-to moderate-income households. |
|----------------------|--|

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|--|---|
| <b>Housing Compliance &amp; Assistance</b><br><br><b>Objective 1</b> | <b>Enhancing Affordable Housing Programs:</b><br>Administer the Below Market Rate (BMR) Housing Ordinance and Affordable Housing Impact Fee Resolution and monitor existing BMR units to ensure compliance with regulatory agreements. Support the production, preservation, and rehabilitation of affordable housing, assist local and regional housing organizations, and provide housing resources to the community. |
|--|---|

| Key Performance Measure                            | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|--|-----------------|-------------------|------------------|------------------|
| # of people added to the BMR waitlist (cumulative) | 7,084           | 7,468             | 8,000            | 8,500            |

|             |  |  |  |  |
|-------------|--|--|--|--|
| Description | This key performance measure demonstrates the demand for affordable housing in the city. When a BMR unit becomes available (rental or owner-occupied), potential occupants are selected from this waitlist of eligible households. Preferences will be given to those households where at least one member in the household lives or works in San Carlos, including part-time and household workers, or works for a public agency, such as a school district or fire district, serving residents living in the City of San Carlos. |  |  |  |
|-------------|--|--|--|--|

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| Purpose | Tracking the year-over-year increase in the number of people added to the BMR housing list highlights the strong demand for affordable housing. This data provides valuable support for the City's decisions on approving additional affordable housing projects or allocating funds to facilitate their development. |  |  |  |
|---------|---|--|--|--|

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| Status | The City currently has 7,468 people on the BMR waitlist, which is anticipated to grow annually. |  |  |  |
|--------|---|--|--|--|

| Key Performance Measure                    | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|--|-----------------|-------------------|------------------|------------------|
| # of affordable housing grants awarded     | 7               | 7                 | 7                | 8                |
| Amount of affordable housing grant awarded | \$168,800       | \$173,900         | \$179,100        | \$184,500        |

|             |   |  |  |  |
|-------------|---|--|--|--|
| Description | This key performance measure tracks the affordable housing grant program which comes from Fund 29, the BMR Housing Trust Fund. The grant program began in 2012 when the first Notice of Funding Availability (NOFA) was issued to local affordable housing providers inviting them to submit an application for funding. The funds are used to maintain or increase the quality, quantity, and variety of affordable housing units or assist other governmental entities, private organizations, or individuals to do so. |  |  |  |
|-------------|---|--|--|--|

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|---------|---|--|--|--|
| Purpose | The purpose of the grant program is to support affordable housing organizations so they can continue to provide direct and immediate affordable housing services to San Carlos residents and/or residences within San Carlos. By apportioning the total available funding to multiple agencies, the range of affordable housing services and programs that can be offered to the community is broadened and better addresses a wider range of adopted affordable housing policies. This grant program supports the adopted purpose, goals, policies, and provisions of the City's Housing Element and Affordable Housing Program Ordinance. |  |  |  |
|---------|---|--|--|--|

|   |  |                 |                   |                  |                  |
|---|--|-----------------|-------------------|------------------|------------------|
| Status                                    | The approved budget for FY 2023-24 was \$168,800. The grant program will continue annually contingent on replenishment of reserves from the BMR Trust Fund.  |                 |                   |                  |                  |
| Key Performance Measure                   |  | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
| # of BMR units in San Carlos (cumulative) |  | 143             | 149               | 220              | 221              |
| Description                               | This key performance measure tracks the City’s progress to constructing the required affordable housing as mandated by the State’s Regional Housing Needs Allocation (RHNA) program. San Carlos’ RHNA for the sixth cycle planning period is 2,735 housing units, of which 1602 units have to be affordable. Encouraging the development and availability of housing affordable to a broad range of households with varying income levels within the City is a key objective of the Housing Element, General Plan, and BMR Ordinance. Currently, for all residential ownership developments of five or more dwelling units, at least twenty percent of the total units shall be below market rate units restricted for sale to and occupancy by low-income households. For all residential rental developments of seven or more dwelling units, at least fifteen percent of the total units shall be below market rate units restricted for rent to and occupancy by low and very low-income households. |                 |                   |                  |                  |
| Purpose                                   | Tracking both existing and newly constructed BMR units is essential for assessing the pace of affordable housing development and determining the City's progress toward meeting its RHNA goals. By monitoring the rate of BMR construction, the City can evaluate whether current efforts are meeting demand and identify gaps in housing availability. This data helps inform policy decisions, guiding the approval of new projects and the allocation of funding to ensure that affordable housing supply keeps up with community needs.  |                 |                   |                  |                  |
| Status                                    | The total number of BMR units to date is 143 units. This includes 51 very low, 58 low, and 34 moderate income units, of which 100 are rentals and 43 are ownership units.  |                 |                   |                  |                  |

| Workload Measures                                    | FY 2024 Actuals | FY 2025 Projected | FY 2026 Proposed | FY 2027 Proposed |
|--|-----------------|-------------------|------------------|------------------|
| # of new BMR housing regulatory agreements processed | 1               | 1                 | 2                | 2                |
| # of BMR ownership units monitored                   | 39              | 42                | 42               | 42               |
| # of BMR units preserved or rehabilitated            | 0               | 6                 | 0                | 0                |