

City of Pacifica Strategic Planning Council Workshop

March 4, 2023



Greg Larson,
Facilitator

1

A. Welcome and Workshop Overview



Mayor
Tygarjas Bigstycyk



Mayor pro Tem
Sue Vaterlaus



City Manager
Kevin Woodhouse



Councilmember
Sue Beckmeyer



Councilmember
Mary Bier



Councilmember
Christine Boles




2


Review Workshop Objectives, Outline, and Ground Rules




Align the Leadership Team



Consider Mission, Vision & Values



Identify Overarching Goals



Identify Strategies and Priorities

3

Workshop Outline



Welcome and Workshop Overview

B. Celebrate Recent Accomplishments

C. Strengths, Weaknesses, Opportunities & Threats (SWOT)

D. Mission, Vision and Values

E. Public Comment

F. Identify Possible Goals

G. Identify Possible Strategies and Other Priorities

H. Clarify Identified Goals and Strategies *(as time permits)*

I. Wrap-Up and Adjournment

4

Ground Rules

 Listen to understand

 Assume good intent


 Pursue consensus

 Speak up if we need course correction

 All devices off or silent

5

Bike Rack



- Time management tool
- Things to discuss at another time will be tracked separately

6

Strategic Plan Framework - DEFINITIONS

Mission

Vision

Values

Goals

Strategies

Implementation Action Plan

What Do We Do (and Why)?

How Do We Want To Change?

How Do We Do Our Work?

What to Achieve in Next 10 Years?

How Do We Achieve Our Goals?

Staff Work Plans

7

Strategic Plan Framework - METRICS

Mission

Vision

Values

Goals

Strategies

Implementation Action Plan

Short enough to remember or visually post

3 to 5 total

3 to 5 for each Goal

10 to 25 Work Plans

8



9

Top Recent Accomplishments - Council

- General Plan Update
- Dealing with long-standing issues
- Measure Y/Vision 2025 & Beyond
- Sharp Park Specific Plan
- Beach Blvd. Resiliency Phase 1
- City facilities improvements
- Roads maintenance plan/efforts
- Tree Ordinance
- Storm Drain Master Plan

- Council collegiality, mutual respect
- Strong executive team and staff
- Housing Element progress
- Food Waste Ordinance
- Resident outreach and engagement
- Plastics Ordinance strengthened
- Sewage equalization basin
- Engaged a grant assistance firm
- Collaboration with external partners

10

Other Recent Accomplishments - Staff

- High service levels maintained
- Managing through staffing challenges
- Storm event emergency response
- Emergency Response systems strong
- Grant submissions and awards
- Bicycle and pedestrian projects
- Wastewater projects and funding
- Priority Playground initiative
- Pacifica Marketing Plan launched

- Parkland Impact fee adjustments
- IT and systems modernization
- GPS Lifebuoys at 15 beach stations
- Service delivery volunteers increased
- Pavement improvement fees set
- De Anza Pump State advancing
- Management team restored
- Economic Opportunity Study
- *And no doubt many, many more!*

11

What factors have helped Pacifica accomplish so much?

12

C. Review Strengths, Weaknesses, Opportunities, and Threats





13

Strengths and Weaknesses

STRENGTHS

- Stunning coastal environment
- Passionate & engaged community
- Beauty and aesthetics
- Executive team & dedicated staff
- Council collegiality and respect
- Protected open space and hillsides
- Caring & compassionate residents
- Small town feel, strong n-hoods
- Unique location

WEAKNESSES

- Lack of financial resources & staff
- Deteriorating infrastructure
- Rising civic divisiveness, conflicts
- Lower trust in government at all levels
- Coastal Commission control
- Antiquated systems/technology
- Opposition to change, old vs new
- One road through the City
- Aligning expectations with resources

14

Opportunities and Threats

OPPORTUNITIES

- Increased tourism (stay & play)
 - Eco-and Rec- tourism especially
- Redevelopment opportunities
- Quarry site
- Fulfilling all the adopted plans
- Building community trust
- Changing demographics
- Bike and pedestrian networks
- Beach Boulevard site

THREATS

- Inflation and recession
- Declining funds and staffing
- Overwhelming needs
- Climate Change/Sea Level Rise
- Negativity prevails, blocks action
- Loss of small-town feel
- Rising litigiousness
- Misinformation, inaccuracies
- Emergencies: fires, erosion, etc.

15

D. Mission, Vision and Values

Mission

Vision

Values

Goals


Strategies

Implementation Action Plan

What Do We Do (and Why)?

How Do We Want To Change?

How Do We Do Our Work?




16

Mission, Vision and Values - PROCESS

- NOT a time-consuming group writing process

1. Review samples from two other very different cities
2. Review Council-suggested nouns, adjectives and verbs
3. Provide feedback on two very rough first drafts
4. Review and provide feedback on successive iterations
5. Approve acceptable drafts for the initial Strategic Plan




17

MISSION: What Do We Do?

*Fairfax is committed to
our people and the planet,
ensuring a resilient and thriving
community embracing
environmental leadership and social justice*

Roseville Mission
*To provide exceptional services
in a fiscally responsible manner
that enhance the quality of life
today and into the future.*




18

Mission – Council Interview Suggestions

Community
Serve, support
Safe
Healthy, well-being
Beauty, stunning, gem
Recreation, recreational vitality
Coastal
Affordable (more or relatively)
Sustainable, environmental
Small-town feel



Photo: Sven Geffken Photo: Chad Roffey




19

Mission – A couple of starting points for feedback

*The City of Pacifica serves a
safe and healthy community
with a small-town feel that
is environmentally blessed
with a stunning coast and
abundant recreational
opportunities.*

*The City of Pacifica
preserves and enhances
the scenic beauty,
recreational opportunities,
and small-town feel
of its unique location,
helping it to make it the
best possible place to live, work and play.*



20

VISION: *How Do We Want To Change?*

Fairfax Vision

We will remain a vibrant small town encouraging our residents to be actively engaged in all facets of our community.

We will continue our legacy of environmental leadership, pursuing sustainability through open space, active transportation, zero waste, green building, and by reducing our carbon footprint.

We will also continue supporting our unique small businesses, arts and culture, embracing the economic and social diversity that weaves together a community safe for all.

Roseville Vision

Preserving our high quality of life as we prosper into the future.

We do this by ensuring:

- A safe and healthy community*
- A fiscally sound city*
- A well-planned city*
- Well-managed infrastructure*
- Outstanding recreational activities*
- A transparent, accountable organization*


21

Vision – Council Interview Suggestions

Economically and fiscally stable
Sustainable:
Environmentally, Economically & Socially

Preserve our environment, coast, hills

Maintain our services for all to thrive
Maintain/improve our infrastructure
Manage the impacts of change




22

Vision – A couple of starting points for feedback

The City will ensure the fiscal stability necessary for the long-term environmental, economic and social sustainability of our unique place as it grows and changes.

The City is focused on the fiscal stability and planning needed to preserve and enhance the unique environmental and small-town characteristics that make Pacifica a great place to live, work and play.



23

VALUES: *How Do We Do Our Work?*

Fairfax Values

PUBLIC SERVICE

TEAMWORK

HIGH PERFORMANCE

RESPECT

ENGAGEMENT AND TRANSPARENCY

Roseville Values

Instill trust

Cultivate innovation and creativity

Treat people well

Work together

Promote personal development

24

Values – Council Interview Suggestions & Feedback

Transparent, open

Caring, compassion, kindness, love

Environmental, Environmentally Aware

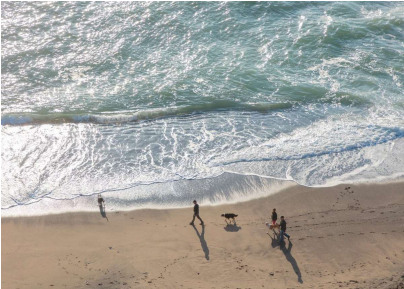
Collaborative, mutual respect

Inclusive, embracing diversity

Honest, trusting, trustworthy


Planning for the future

Healthy, Personal growth



25

E. Public Comment



26

F. Identify Possible Goals



27

Process for Identifying Possible Goals

1. Review prior Goals

2. Review Council interview feedback

3. Consider possible consolidations and language

4. Refine and provide direction

5. Modify following review of possible Strategies (as time permits)

6. Continue the iterative process in April

28



GOALS: *What do we want to achieve over X years?*

City of Fairfax	City of Roseville
A. Address Our Housing Needs	1. Maintain a Safe & Healthy Community
B. Climate Action and Decarbonization by 2030	2. Remain Fiscally Responsible in a Changing World
C. Disaster Preparedness and Resiliency	3. Enhance Economic Vitality
D. Invest in Aging Infrastructure	4. Invest in Well-Planned Infrastructure and Growth
E. Strengthen the Town Organization	5. Support Community Engagement and Advocacy
F. Commit to Diversity, Equity, and Inclusion	6. Deliver Exceptional City Services

30

Goals – Council Interview Suggestions

Most Mentioned	Other Possible Goals or Strategies
1. Revenues, Funding, Vision 2025	• Beach Boulevard Resiliency Plan
2. Infrastructure Improvements	• New Library
3. Staffing, Workloads and Morale	• Short Term Rental Ordinance
3. Affordable Housing	• Tourism
3. Climate Action, GHC Emissions	
★ <i>Communications & Engagement</i>	

31

Possible Goals – A starting point for discussion

1. Enhance organizational and fiscal stability , including improved economic vitality, to be able to achieve any of the other goals.
2. Invest in aging infrastructure and facilities to meet the highest priority immediate and long-term needs.
3. Prioritize retention and development of new affordable housing as required by the State.
4. Simultaneously pursue climate change adaptation and mitigation strategies necessary to meet the needs of today and the future.
5. Broaden public communications and outreach to achieve an increasingly diverse engagement of Pacifica residents and businesses.

32

G. Identify Possible Strategies and Other Priorities

Mission

Vision

Values

Goals

Strategies

Implementation Action Plan

How Do We Achieve Our Goals?

33

STRATEGIES: How Do We Achieve Our Goals?

City of Fairfax

A. Address Our Housing Needs

1. Adopt the Housing Element

2. Rent protections and stabilization

3. Short term rental regulations

4. Inclusionary zoning ordinance

C. Disaster Preparedness and Resiliency

1. Mobilize the Emer. Prep. Comm.

2. Strengthen regional coordination

3. Improve water resiliency

City of Roseville

1. Maintain a Safe & Healthy Community

a. Ensure service levels are maintained with real-time crime monitoring, facilities and staffing as the City grows.

b. Act on regional homelessness solutions.

c. Strengthen inclusiveness, equality and justice efforts for all.

3. Enhance Economic Vitality

a. Economic Development Strategy done.

b. Advance sports-tourism opportunities.

c. Support Baseline Marketplace business.

34

1. Enhance Organizational and Fiscal Stability

a) New revenues for the City (Next steps for Vision 2025 & Beyond)

b) Monetize environmental and recreational tourism/visitors

c) Sharp Park Redevelopment

d) General Obligation Bond

e) Transient Occupancy Tax increase

f) Increase grant writing

g) Marketing & Branding (e.g., “Shop Pacifica” and signage)

h) Community education and understanding

i) Staff compensation, benefits, labor agreements, workloads, morale

35

2. Invest in Aging Infrastructure & Facilities

a) Advance the Beach Boulevard Infrastructure Resiliency Project and associated Esplanade Infrastructure Protection Projects

b) Implement Streets/Roads PCI Plan as funding allows

c) Advance the Library projects planning and financing

d) Protect and enhance the Pier

e) Continue stormwater and flooding improvements

f) Finish the Civic Center renovations

36

3. Prioritize Affordable Housing

- a) Complete the Housing Element Update per State requirements
- b) Strengthen housing partner relationships and opportunities
- c) Preserve existing multi-family and affordable housing stock
- d) Consider possibilities for future vacant and undeveloped sites
- e) Establish a housing development fund, revisit inclusionary zoning



37

37

4. Climate Change Adaptation & Mitigation

- a) Update the Climate Action Plan
- b) Consider Climate Action Plan metrics and performance targets
- c) Collaborate with partner agencies to improve public transportation solutions and usage
- d) Consider solutions for electrification of existing structures
- e) Continue the urban forestry/tree canopy inventory and project
- f) Develop or encourage local electric vehicle infrastructure



38

38

5. Broaden Communications and Outreach

- a) Broaden communications and education on all of the Goals
- b) Increase the diversity of public engagement and participation
- c) Identify changing demographic trends for the community
- d) Increase outreach to local businesses



39

39

Communications & Engagement Lessons Learned

1. You are already a model of best practices, but it is SO MUCH harder now
2. No amount of communications will ensure that no one is surprised by or unaware of a recent or prospective Council decision
3. No amount of education will ensure that everyone knows or understands the same information for any project or action
4. No amount of engagement will ensure that all divergent viewpoints can be heard, accommodated and/or differences resolved
5. Delays, continuances, re-hearings cost time, money, and rising frictions.
6. Few decisions are ever changed by late new information.

40

Top Council Priorities

FROM LAST YEAR

FROM INTERVIEWS

✓ Beach Boulevard Resiliency Project

✓ Continue Library efforts

✓ Climate Action Plan Update

✓ Complete Vision 2025 & Beyond

✓ Esplanade Bluff Protection

✓ Tree Program Evaluation Part 2

✓ Civic Center renovation project

✓ Quarry Site Specific Plan

i) Wireless Facilities Ordinance

✓ Complete the Housing Element

k) Homelessness Conversation

l) Business Assistance Initiatives

m) Review Commission/Committee Charters

✓ Money/Funding/Vision 2025

✓ Climate Action Plan Update

✓ Affordable & Multi-family Housing

✓ Beach Blvd. Resiliency Phase 2

✓ New Library Planning and Financing

✓ Quarry Planning

✓ Infrastructure investment

✓ Road improvements/financing

✓ Communications and inclusion

✓ Finish the Housing Element

✓ Economic development

✓ Labor and staffing issues, compensation

✓ Beach Boulevard Property

41

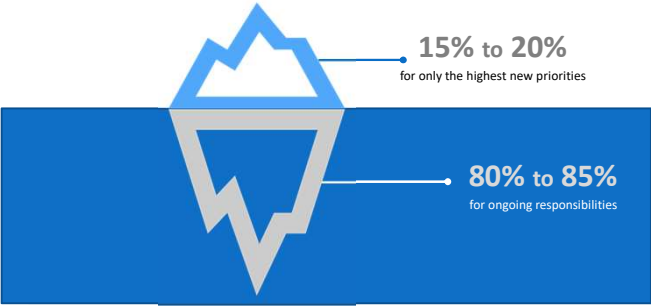
H. Clarify Identified Goals and Strategies *(as time permits)*





42

The Iceberg Model of Organizational Constraints



15% to 20%

for only the highest new priorities

80% to 85%

for ongoing responsibilities

43

Five Elements of Organizational Capacity

Council Capacity and Clarity

Assume:
30 meetings/year
6 hours/meeting

180 hours available

Now assume:
Closed – 1 hour
Land use – 1 hour
Finance – 1 hour
Public – 1 hour
Priorities – 1 hour

Only 30 hours per year for Council priorities

Staff Capacity and Direction

Over 75% of staff time devoted to day-to-day services

Managers spend at least 50% on day-to-day

Negative Factors:
- Staff turnover
- Emergencies
- Changing direction
- Inadequate tools

Positive Factors:
- Dedicated staffing
- External resources
- Clear priorities
- Clear direction

Financial Capacity

Most ongoing city funds allocated to personnel

New resources usually focused on new expectations

Some investments reduce future burdens (e.g., work-place systems)

Forces focus on:
o One-time resources and opportunities
o New funding

Community Capacity

Rising divisiveness at all levels of government

Rising single or narrow issue interests

Rising complexity of issues

Rising expectations and means of communications

Level of civic engagement both refreshing and challenging

External Dynamics

Mandates

Regional competition

Federal/State Legislation

CEQA/CCC considerations

Recessions/Inflation

Economic changes

Pension and health care costs

Technological advancements

44

Further Clarify Identified Goals

(listing to be updated based on any prior modifications)

1. Enhance organizational and fiscal stability, including improved economic vitality, to be able to achieve any of the other goals.

2. Invest in aging infrastructure and facilities to meet the highest priority immediate and long-term needs.

3. Prioritize retention and development of new affordable housing as required by the State.

4. Simultaneously pursue climate change adaptation and mitigation strategies necessary to meet the needs of today and the future.

5. Broaden public communications and outreach to achieve an increasingly diverse engagement of Pacifica residents and businesses.


45

I. Wrap-Up and Next Steps

The City Council will continue this iterative process in April


Please complete online workshop evaluation survey

"Headlines of the Future"



46

Headlines of the Future



✓Write a headline that you would like to read about Pacifica 10 years from today based on today's work

✓This headline should recognize a major future accomplishment for the city

47

Thank you!



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Except as noted, all photographs provided by the City of Pacifica from photographers Chris Campo and Stephen Johnson

48