

City of Pacifica
Strategic Planning
Council Workshop



April 11, 2023



Greg Larson,
Facilitator

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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




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Review Workshop
Objectives,
Outline, and
Ground Rules




Align the Leadership Team



Provide Direction on Drafting
the Mission, Vision & Values



Review the Strategic Plan Goals



Review and Prioritize Initial Strategies

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Workshop
Outline

April 11, 2023

✓ A. Welcome and Workshop Overview

B. Review Prior Workshop Outcomes

C. Public Comment

D. Provide Direction on the Mission, Vision and Values

E. Clarify the Identified Possible Goals and Strategies

F. Consider City Constraints

G. Prioritize the Strategies to Achieve Each Goal

H. Wrap-Up and Adjournment

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Ground Rules

Listen to understand

Assume good intent


Pursue consensus

Speak up if we need course correction

All devices off or silent

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Bike Rack



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

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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

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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

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Workshop
Outline

March 4, 2023

✓ Welcome and Workshop Overview

✓ Celebrate Recent Accomplishments

✓ Strengths, Weaknesses, Opportunities & Threats (SWOT)

✓ Mission, Vision and Values

✓ Public Comment *(from 21 members of the public)*

✓ Identify Possible Goals

✓ Identify Possible Strategies and Other Priorities

✓ Clarify Identified Goals and Strategies *(as time permits)*

✓ Wrap-Up and Adjournment

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How Has Pacifica Accomplished So Much?

- Love of community
- Commitment
- Staff
- Grit
- Engaged public
- Mild weather
- Temperate climate
- Collaboration amongst all

- Consensus among the Council
- Amazing non-profits
- Longevity
- Clear Council policy direction
- Mutually Supportive Culture: Council and Staff
- Resourcefulness
- Legacy of Council teamwork

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Highlighted 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
- Rich native heritage
- Arts & music community
- Grit

WEAKNESSES

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

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Highlighted Opportunities and Threats

OPPORTUNITIES	THREATS
<ul style="list-style-type: none">Increased tourism (stay & play)<ul style="list-style-type: none">Eco-and Rec- tourism especiallyRedevelopment opportunitiesQuarry siteFulfilling all the adopted plansBuilding community trustChanging demographicsBike and pedestrian networksBeach Boulevard siteFully staff our staffRegional relationshipsEngaged communityIncreasing communications	<ul style="list-style-type: none">Inflation and recessionDeclining funds and staffingOverwhelming needsClimate Change/Sea Level RiseNegativity prevails, blocks actionLoss of small-town feelRising litigiousnessMisinformation, inaccuraciesEmergencies: fires, erosion, etc.FearUnable to come together

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Reviewed Sample Mission, Vision and Values Statements

Mission *What Do We Do (and Why)?*

Vision *How Do We Want To Change?*

Values *How Do We Do Our Work?*

Goals

Strategies

Implementation Action Plan

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Identified 6 Possible Goals and 50+ Strategies!

- Enhance organizational and fiscal stability, including sustainable economic vitality, to be able to achieve any of the other goals.
- Invest in improving and stewarding aging infrastructure and facilities to meet the highest priority immediate and long-term needs.
- Prioritize protection and development of affordable housing.
- Pursue climate change adaptation and mitigation strategies necessary to meet the community and environmental needs of today and the future.
- Broaden public communications and collaboration to achieve an increasingly diverse engagement of Pacifica residents and businesses.
- Public Safety (added, to be developed)

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Headlines of the Future

City Council, City Manager and City Attorney

- The City of Pacifica has secured enough funding to fully staff City services.
- Pacifica widens highway to allow more visitors to new amusement park next to the five biotech campuses.
- Pacifica: A visionary example of a community working together in love to care for its people and environment.
- Pacifica celebrates grand opening of new public library.
- Following groundbreaking on Beach Boulevard resiliency infrastructure-protecting seawall, City begins planning phased adaptive process to address long-term climate change needs.
- City of Pacifica named #1 destination spot in Northern California.
- Pacifica: The employer of choice for local government professionals.

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Workshop Evaluation

(14 responses)

Overall VALUE of the Council workshop:

4.8 out of 5.0

Overall QUALITY of the Council workshop:

4.9 out of 5.0

What were the BEST ASPECTS of the Council Workshop? (Council comments)

You kept us focused and on time. Discourse was very respectful.

Kept on track. Made new goals.

Comprehensive and well planned.

The prework that Greg did on mission, vision, and values statements helped us not get bogged down in wordsmithing and spend our time being more thoughtful about what might be missing from the statements.

Interactive opportunities

What could have been IMPROVED for the Council workshop? (Council comments)

A warmer room! A setup where the city manager and city attorney did not have their backs to the public.

Let the council leave the room at lunch. Or leave us time to talk to public then have lunch. It was rushed and I ate cold food.

More buffer time. Better breakfast.

I think we should look at setting up the room differently next time so that we don't have our backs to the community.

More explanation to the community about the process and what happens next.

Please provide any OTHER COMMENTS that you may have on the Council workshop. (Council comments)

Adaptation planning need not be completely simultaneous, but we should start looking for grant funding asap.


All good.

I thought this was a very collegial, beneficial experience and a great way to involve our recently-elected Councilmember.


Overall good experience.

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C. Public Comment



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D. Provide Direction on the 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?

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Mission, Vision and Values - PROCESS

• NOT a time-consuming group writing process

✓ Review samples from two other very different cities


✓ Review Council-suggested nouns, adjectives and verbs

✓ Council provides feedback on two very rough first drafts

4. Review and provide feedback on successive iterations

5. Approve acceptable drafts for the initial Strategic Plan

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Greg Larson, Facilitator

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MISSION: *What Do We Do (and Why)?*

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.

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.



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Mission – Prior Council Feedback

Need stronger words
Add words like:
Community
Steward,
Coastal,
Environment
Exceptional services.
Delete “helping it”
Like “place to live, work and play”




Photo: Sven Geffken Photo: Chad Roffey

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Mission – Next Draft for Feedback

The City of Pacifica stewards and enhances the environmental beauty, recreational opportunities, and small-town feel of its unique coastal community, providing exceptional services to make it a great place to live, work and play.




Photo: Sven Geffken Photo: Chad Roffey

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VISION: *How Do We Want To Change?*


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.

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Vision – Prior Council Feedback


Prefer “focus” over “ensure”
Good example in #2
Add “social sustainability”
Avoid redundancy with Mission
Add “improve our infrastructure”
Add “adapt”
Idea: *Spiritual, holistic, soulfully*
Add: *Inclusive, inclusivity*



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Vision – Next Draft for Feedback

*Pacifica will be a
sustainable community –
environmentally and economically,
socially and soulfully –
with improved infrastructure,
adaptation to climate change, and
inclusivity.*



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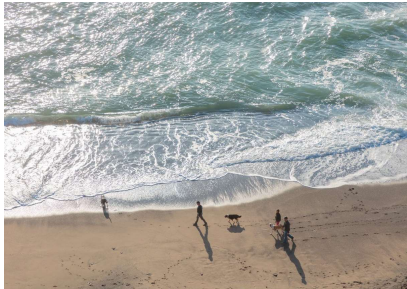
VALUES: *How Do We Do Our Work?*

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

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Values – Prior Council Feedback

Visionary
Planning for the future
Stewardship: environmental, infrastructure
Transparent = open = trusting = honest
Loving
Collaborative
Service
Like “organizational health”
Responsive, Responsible



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Values – Next Draft for Feedback

Visionary Planning for the Future


Stewardship of Our Place and Space

Collaborative Teamwork

Loving Service

Healthy Workplace

Transparent and Responsive



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BREAK



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F. Clarify the Identified Possible Goals and Strategies

Mission

Vision

Values

Goals

Strategies

Implementation Action Plan

What to Achieve in Next 10 Years?

How Do We Achieve Our Goals?

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GOALS: *What do we want to achieve over 10 years?*

1. Enhance organizational and fiscal stability.

2. Invest in improving and stewarding our aging infrastructure and facilities.

3. Prioritize protection and development of affordable housing.

4. Pursue climate change adaptation and mitigation strategies.

5. Broaden public communications and collaboration.

6. Ensure public safety resources meet the needs of the changing community.

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STRATEGIES: *How Do We Achieve Our Goals?*

1. Review Strategy changes (from staff report attachment)


Deletions

Additions

Substantive Modifications

2. Agree on Strategies **to be considered** for the Strategic Plan

3. Ensure posted sheets reflect Council direction



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1. Enhance organizational and fiscal stability.

a. Improve staff retention and recruitment and increase staffing for rising workloads.

b. Pursue new revenues and resources.

c. Monetize environmental and recreational tourism.

d. Implement the Sharp Park Specific Plan.

e. Consider possible tax and bond measures for 2024 and beyond.

f. Increase Pacifica marketing and branding efforts.

g. Educate/engage the community on City's financial challenges and opportunities.

h. Expand business assistance initiatives and support.

i. Streamline development review for key opportunities and sites when possible.

j. Outdoor dining implementation with Design Guidelines and LCP amendment.

k. Increase grant writing (already underway)

l. Review the Economic Development Committee charter.

m. Review and prioritize the work of City commissions, committees, and boards.

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2. *Invest in* improving and stewarding our *aging* infrastructure and facilities.

a. Advance the Beach Boulevard Resiliency and Esplanade Protection Projects.

b. Implement and update the Five-Year Streets Improvements Plan.

c. Pursue planning and financing for the Library projects.

d. Protect and enhance the Pier.

e. Complete selected stormwater and flooding improvements citywide.

f. Begin providing services in the renovated Civic Center.

g. Complete selected wastewater system improvements citywide.

h. Consider long-term impacts of climate change on City infrastructure.

i. Develop a Facilities and Equipment Plan for Public Safety and Community Center.

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3. Prioritize protection and development of affordable housing.

a. Complete the Housing Element Update.

b. Prioritize Housing Element program.

c. Leverage external partner support and financial resources.

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) Enhance a housing development fund.

f) Revisit inclusionary zoning.

g) Update the short-term rental ordinance.



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4. Pursue climate change adaptation and mitigation strategies.

a. Update the Climate Action and Adaptation Plan, including performance targets.

b. Collaborate with partner agencies to improve public transportation solutions/usage.

c. Consider solutions for electrification of existing structures.

d. Continue the urban forestry/tree canopy inventory and project.

e. Develop and encourage local electric vehicle infrastructure.

f. Consider the environmental impacts of all Goals and Strategies.

g. Advance solid waste management and reduction best practices.

h. Consider long-term impacts of climate change on City infrastructure (also Goal 2).

i. Improve communications and collaboration with the Coastal Commissic

j. Update Pacifica’s Local Coastal Plan.

k. Update the City’s Vehicle Miles Travelled (VMT) standards.

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5. Broaden public communications and collaboration.

a. Broaden communications and education on all *of the* City’s Goals.

b. Increase the diversity of public engagement and participation.

c. Identify changing demographic trends for the community.

d. Increase outreach to and collaboration with local businesses and regional partners.

e. *Facilitate a community conversation on homelessness.*

f. *Review and prioritize the work of City commissions, committees, and boards.*

g. Utilize task forces when feasible.

h. Define the roles of advocates vs. committees/commissions.

i. *Consider the increased use of and appropriate roles for volunteers.*

j. Creatively and appropriately leverage community expertise to advance City priorities.

k. Form a Citizens Academy.

l. Provide for continuing hybrid televideo meetings to increase public engagement more efficiently.

m. As requested, provide Council review of the proposed level of public engagement on significant project or policy initiatives.

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6. *Ensure public safety resources meet the needs of the changing community.*

a. Move forward on procurement of a replacement Fire engine.

b. Assess and implement emerging technologies for improved services and response.

c. Implement a comprehensive Emergency Preparedness.

Note: Fireworks included in the evaluation comments but not the Draft Strategies



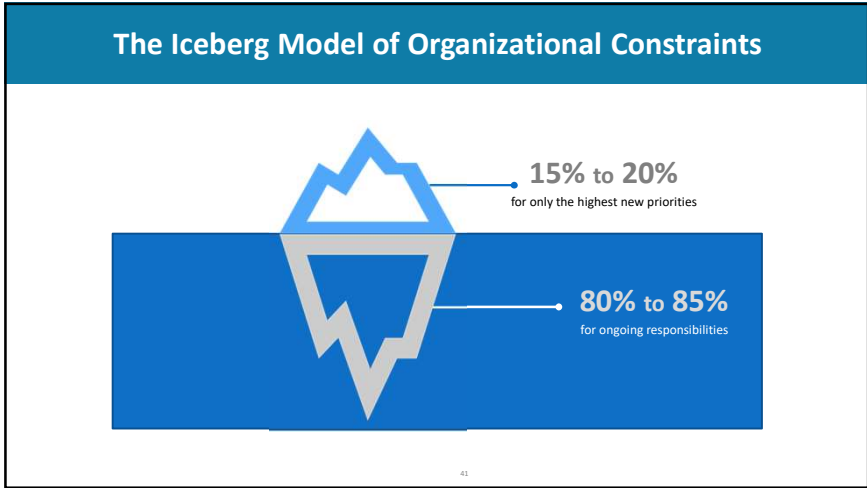
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F. Consider City Constraints





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Five Elements of Organizational Capacity

Council Capacity and Clarity	Staff Capacity and Direction	Financial Capacity	Community Capacity	External Dynamics
<ul style="list-style-type: none">Assume: 30 meetings/year 6 hours/meeting180 hours availableNow assume: Closed – 1 hour Finance – 1 hour Other – 1 hour Public – 1 hour Priorities – 1 hourOnly 30 hours per year for Council priorities	<ul style="list-style-type: none">Over 75% of staff time devoted to day-to-day servicesManagers spend at least 50% on day-to-dayNegative Factors:<ul style="list-style-type: none">Staff turnoverEmergenciesChanging directionInadequate toolsPositive Factors:<ul style="list-style-type: none">Dedicated staffingExternal resourcesClear prioritiesClear direction	<ul style="list-style-type: none">Most ongoing city funds allocated to personnelNew resources usually focused on new expectationsSome investments reduce future burdens (e.g., work-place systems)Forces focus on:<ul style="list-style-type: none">One-time resources and opportunitiesNew funding	<ul style="list-style-type: none">Rising divisiveness at all levels of governmentRising single or narrow issue interestsRising complexity of issuesRising expectations and means of communicationsLevel of civic engagement both refreshing and challenging	<ul style="list-style-type: none">MandatesRegional competitionFederal/State LegislationCEQA/CCC considerationsRecessions/InflationEconomic changesPension and health care costsTechnological advancements

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- ### Prioritization Process
- ✓ Clarify Goals and Strategies
 2. Dotting Exercise – *A starting point for your discussion*
 3. Review the Dotting results
 - a. Identify the highest priorities (4 or 5 dots)
 - b. Review and resolve the other dotted items (Goal by Goal)
 4. Seek consensus on the full set of Goals and Strategies


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DOTTING EXERCISE

Only ONE dot per Strategy

At least ONE dot for each Goal

No Dot trading!



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Prioritization Process

✓ Clarify Goals and Strategies


✓ Dotting Exercise – *A starting point for your discussion*

3. Review the Dotting results

a. Identify the highest priorities (4 or 5 dots)

b. Review and resolve the other dotted items (Goal by Goal)

4. Seek consensus on the full set of Goals and Strategies




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H. Wrap-Up and Next Steps

Draft Strategic Plan in May

Please complete online workshop evaluation survey

One Key Takeaway



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Thank you!

Greg Larson, Facilitator

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



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