

City Council Workshop

Strategic Plan Update and Priority Setting

March 9, 2024



Greg Larson,
Facilitator

A. Welcome



Mayor
Sue Vaterlaus



Mayor pro Tem
Sue Beckmeyer



City Manager
Kevin Woodhouse



Councilmember
Mary Bier



Councilmember
Tygarjas Bigstyk



Councilmember
Christine Boles



B. Workshop Overview

Objectives



Align the Leadership Team



Celebrate Accomplishments



Review Adopted Strategic Plan



Identify Priorities through 2025

Workshop Outline

✓ A. Welcome

✓ B. Workshop Overview

C. Celebrate Recent Accomplishments

D. Communications Styles Exercise

E. Public Comment

F. Review of Adopted Strategic Plan

G. Priorities through 2025 (by Goals and Strategies)

H. Wrap-Up and Next Steps

Ground Rules



Listen to understand



Assume good intent



Pursue consensus



Speak up if we need course correction



All devices off or silent

Bike Rack



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

C. Celebrate Recent Accomplishments



Top Recent Accomplishments - Council

- Housing Element submitted
- Good leadership hires
- Investing in staff
- LCP progressing
- Strong finance/budget work
- Increased public engagement
- Civic Center remodeling
- Ongoing street paving work
- Economic Development outreach
- Beach Boulevard/seawall progress
- Sharp Park SP progressing
- Focused on Goals, Strategies, Priorities
- New Councilmember onboarding
- North Coast County Water issues
- Resolved neighborhood drainage issue
- CORA Speak Up program
- GP Update completed



Other Recent Accomplishments - Staff

- Police Response Mental Health Clinician
- Upgraded Police body-worn and in-car cameras
- Police employee wellness program
- Fire and life-safety inspections completion
- On-going fire safety and emergency preparedness education/outreach
- Coordination of 2022 Municipal Election
- Public records handling – nearly 400 packets, reports, official docs and requests
- 8 point increase in Pavement Condition Index
- U.S. Congressional Certificate for storm event response
- Grant progress for BBIRP project
- Extensive community engagement
- Manor Drive Overcrossing Project significant milestone
- Life Buoys Installation
- Expanded special events programming
- Post-COVID reopening of events and programming
- Planning Department hirings and new Code Enforcement Officer
- Climate Action and Adaptation Plan Task Force work
- *And no doubt many, many more*



What **factors have helped**
Pacifica accomplish so much?



D. Communications Style Exercise



BREAK



E. Public Comment



F. Review of Adopted Strategic Plan



What do we do?

What are we becoming?

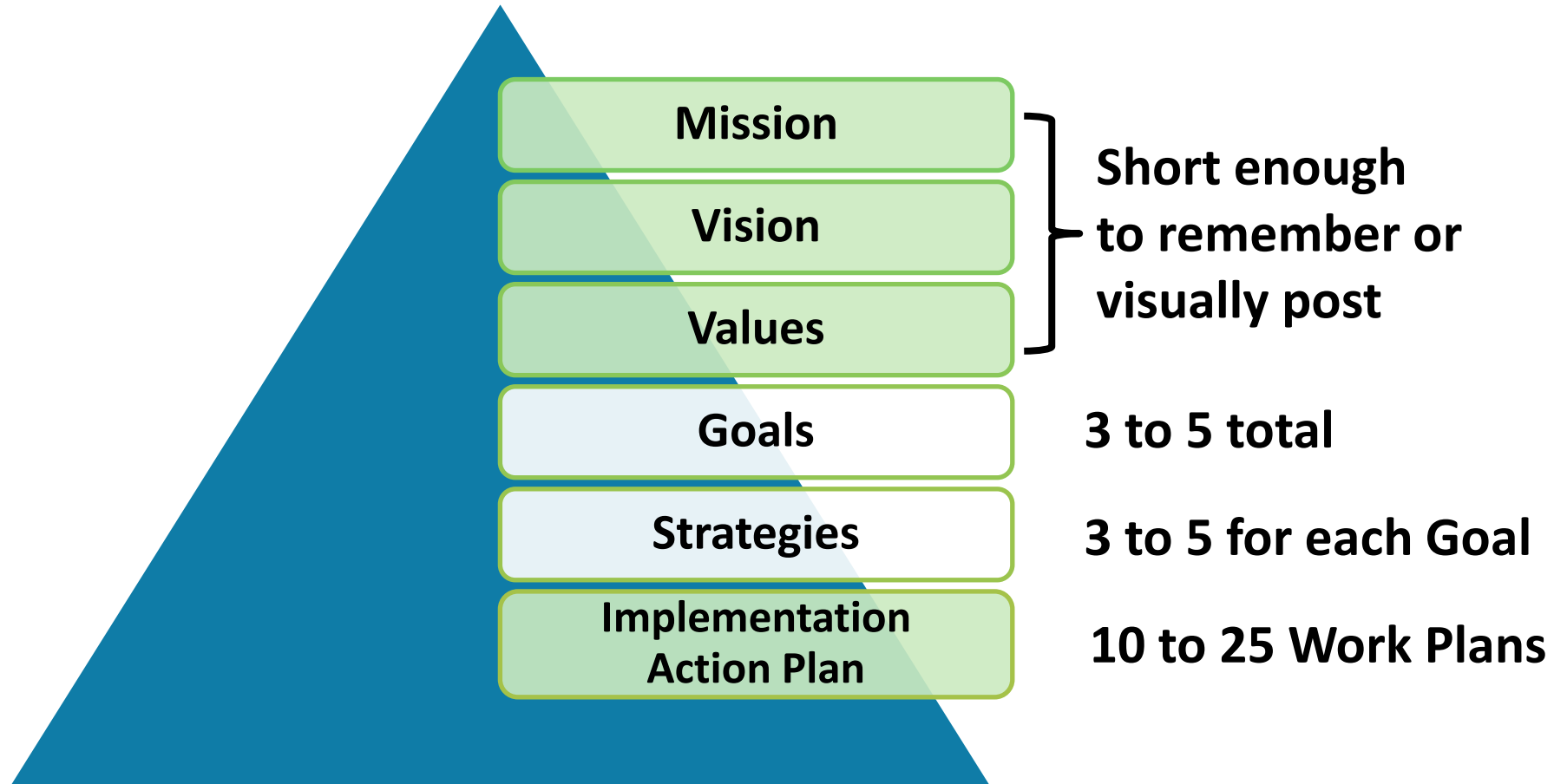
How do we approach our work?

How will we achieve our Vision?

How will we achieve Our Goals?

Staff work programs (AchieveIt)

Strategic Plan Framework - METRICS



Adopted Mission – *What do we do?*

The City of Pacifica provides exceptional services, maintains the small-town feel and safety of its unique community, and stewards its environment, coastal beauty, and recreational opportunities.



Rider: Sven Geffken

Photo: Chad Roffey

Adopted Vision - *What are we becoming?*



Pacifica strives to be an inclusive and sustainable community:
environmentally,
economically,
socially, and
holistically.



Adopted Values – *How do we do our work?*

- Collaborative Teamwork
- Healthy Workplace
- Heartfelt Service
- Resource Stewardship
- Transparent and Responsive
- Visionary Planning



Staff Work Program Update - Council Inquiries

Change wording of “Not Started” to make it more clear

What is the difference between “Off Track” and “At Risk”

1.3.7 – Please provide more information on what these are

1.4.9 – How can we get this back on track or even accelerate?

2.2.5 & 6 – What are the challenges, and can they be resolved?

2.2.7 – Is the storm assessment completed?

3.2.1 – Wasn’t this approved by Council previously

3.3.1 – How can we get this back on track or even accelerate?

3.4.5 – Hasn’t this been delayed?

5.3.2 – Can we do the Emergency Preparedness Committee next?



LUNCH



G. Priorities through 2025



How will we achieve our Vision?

How will we achieve our Goals?

Top Council Priorities – Interview Results

1. Local Coastal Plan updated and approved
1. Housing Element certified (with Tier 1 Rezonings)
2. Housing Element implementation (with Tier 2 Rezonings)
2. Short Term Rental Ordinance improvements
2. BBIRP completed
 - Seawall plan approved
 - Pier planning and grants solicitation
3. Beach Boulevard property direction
3. Show tangible affordable housing progress
3. Start rebuilding library grassroots support
3. Quarry Specific Plan initiated
3. *Term limits direction*



1. Enhance organizational and fiscal stability.

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

More capacity building needed

Focus next on mental health resources needed

B. Consider possible tax and bond measures for 2024.

C. Prioritize implementation of the Economic Opportunities Study

What is the next focus or priority (e.g, Quarry Specific Plan)

Consider use of Beach Boulevard property after LCP

*Integrate all the respective planning documents**

*Conduct Council district-based business meet-ups**



2. Improve and steward City infrastructure, streets and facilities.

- A. Complete selected stormwater and flooding improvements citywide.**
*Manage and fund storm event hot spots as needed**
*Consider fee impacts on businesses, especially breweries and restaurants**
- B. Advance the Beach Boulevard Resiliency and Esplanade Protection Projects (including the Pier, as feasible).**
Begin focusing soon on Pier grant opportunities
*Improve communications on project status**
*Start addressing Manor risks and needs**
- C. Pursue planning and financing for the Library projects.**
Initiate a long-term plan to for increased grassroots support
- D. Develop a Facilities/Equip. Plan for Public Safety/Comm. Cntr.**
- E. NEW – Develop a mid-City transportation improvement Plan***



BREAK



3. Prioritize protection and development of affordable housing.

A. Complete the Housing Element Update.

Highest priority

B. Update the short-term rental ordinance.

Begin work this year

Address complaints and improve communications

*Accelerate inspections and enforcement**

C. Prioritize Housing Element program implementation.

Initiate rezonings as soon as possible

Tangible progress on an affordable housing project this year

Possible accelerated interim work:*

Modify “infinitely high” retaining wall language

Update inclusionary ordinance, esp. Rockaway

Accelerate the nexus fee study

New objective standards

Grading standards comparisons

At grade definition change



4. Pursue climate change adaptation and mitigation.

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

Ensure Council and Committee alignment

B. Continue the urban forestry/tree canopy inventory and projects.

Other planning items a higher priority

*Improve enforcement and response**

C. Update Pacifica's Local Coastal Plan and improve communications and collaboration with the Coastal Commission.

Top priority

Making progress towards a resolution



5. Broaden public communications and collaboration.

A. Creatively and appropriately leverage community expertise and volunteers to advance City priorities.

Climate Change Committee good first step

*Find a way for staff to utilize citizen-based research**

B. Increase communications, education, and connections for community mental health resources.

Rely on Councilmember Bier's expertise as needed

C. NEW – Evaluate past efforts to find ways to do more overall*



Other possible work program additions

- A. Conduct Council relations and team building workshop**
- B. Consider possible term limit modifications**
- C. Council compensation set at State standard***



H. Wrap-Up and Next Steps

The City Council will continue this iterative process in April

Please complete online workshop evaluation survey

Single biggest take-away



Thank you!



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