



**CITY OF PACIFICA
COUNCIL AGENDA SUMMARY REPORT**

10/12/2020

SUBJECT:

Vision 2025 Project Purpose Statement and Scope of Work

RECOMMENDED ACTION:

Review, discuss, and approve a Purpose Statement and primary elements of the scope of work for the Vision 2025 and Beyond Strategic Financial Planning project.

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BACKGROUND:

On April 25, 2019, the City Council approved as a priority for Fiscal Year 2019-2020 to “Begin a strategic planning process to articulate a long-term and financially sustainable vision for Pacifica,” with the following description:

As the City plans for and begins to address deepening financial challenges ahead, a strategic planning process, preliminarily called Vision 2025, will help articulate important steps the City should consider now to achieve its future vision. Development of a Vision 2025 Report would entail community engagement, a base-line Community Survey, detailed financial forecasting, detailed economic development planning, and evaluation of potential revenue generation options.

The timeline for this project was to release a Request for Proposals (RFP) for consultant team assistance by spring 2020, however COVID-19 disrupted this schedule. As a result, this priority project and the \$100,000 budget approved for it, were carried over into the adopted FY2020-21 Council Goals and Priorities and FY2020-21 Adopted Budget. Staff has reinitiated research into developing the scope of work for this project. The purpose of tonight’s item is to review and discuss a Purpose Statement for this project and the primary elements of the scope of work, in order for staff to be able to take the next step of developing and releasing an RFP reflective of the Council’s input. Due to the lapse of a year, with 2020 coming to a close, and because a 5-year time frame is a reasonable planning horizon, the City Manager recommends temporarily calling this project “Vision 2025 & Beyond” (as this may have a better ring to it than “Vision 2026.”). Ultimately, the results of the project may reveal a different and better name for the “Vision.”

DISCUSSION:

Pursuing a mid- to long-term strategic planning process for Pacifica with an emphasis on deeply studying the City's financial future and the capacity for that future to fund the many priority projects and enhanced City services envisioned for Pacifica, has not been undertaken in the last decade. At this time, in the midst of a pandemic that has disrupted the economy and triggered a recession, the length and depth of which is unknown at this time, such a mid- to long-term strategic planning process is even more essential and timely, especially the financial sustainability element of the study.

In recent years, the City Council has annually developed a robust list of value-driven goals and priority projects to fulfill those goals, and annually adopted budgets to support progress on those projects. The Council Goals and Priorities for FY2020-21 are provided as Attachment A. The overarching purpose of a mid- to long-term Visioning process is to stitch these many priority initiatives together into a story that will unfold about Pacifica during the 2020s. To increase the chances of this story successfully unfolding, the study must include a deep dive into financial forecasting and planning and identify necessary revenue enhancement strategies that would enable the City to fulfill key project, program, and service visions. Pacifica undertook a limited type of strategic planning effort around 2006-2007, over 13 years ago. However, although staff is still researching information about this process, it did not appear to include the essential financial elements of such planning. Documents related to this past effort will be informative as background to the new Vision 2025 & Beyond.

Stated more simply, the following draft Purpose Statement for the Vision 2025 & Beyond project is provided for the Council's review and discussion:

The Purpose of the Pacifica Vision 2025 & Beyond project is to tell Pacifica's story of the many priority infrastructure projects and enhanced programs and services that are envisioned for Pacifica's mid to long-term future that will help Pacificans thrive, and to articulate the City's financial opportunities and strategies to achieve this vision.

Council's review and approval of a Purpose Statement is important for developing the RFP for consultant team selection and guiding the project scope.

Additionally important for the RFP is Council's review and approval of the major elements of the scope of work in order for potential proposers to understand the project and be able to accurately develop project proposals. As mentioned above, Financial Forecasting is a critical element, as is Public Engagement in order to receive input on Pacifica's Vision for the projects, programs, and services in the future. Also important is the development of a final communications product (electronic and maybe printed) to help tell Pacifica's story. Building on these three elements, staff has identified the following draft list of major project elements. The Council's review and input on these elements will enable staff to develop the RFP in more detail. In addition, it is important in an RFP process to allow proposers the flexibility of suggesting elements or processes based on their expertise that may benefit the project.

- **Financial Forecasting:** Detailed revenue and expenditure forecasting, based on economic and tax revenue consultant expertise, with an emphasis on the first few years. This work will also benefit the City's budget development process for FY2021-22;
- **Public Engagement and Surveys:** Robust table-top (potentially virtual, pending COVID-19 restrictions) deliberative engagement processes such as has been done for most of Pacifica's major projects in recent years, combined with community-wide survey

tools such as utilizing FlashVote and/or traditional polling processes;

- **Analysis of Revenue Enhancement Strategies:** What are potential major revenue enhancement options, such as voter-approved measures or other strategies, and how much revenue might they yield;
- **Analysis of Economic Development Strategies:** What focus and refinement may be necessary to the City's Economic Development Strategic Plan and specific action steps for the near future;
- **Synthesize Council Goals and Priorities:** Crafting a story out of the many major priority projects/initiatives currently underway (see Attachment A), receiving input on that story and refining the vision with community and City Council input, and develop communications/branding to promote that story.

With input from City Council on the Purpose Statement and Scope of Work, staff will develop and release the RFP. In coming weeks staff will develop a feasible schedule for the RFP based on other workload priorities. More information about the overall project schedule will be known following selection of the consultant team.

RELATION TO CITY COUNCIL GOALS AND WORK PLAN:

This project helps fulfill all seven of the Council's Goals: Fiscal Sustainability, An Engaged Community, Stewardship of City Infrastructure, A Healthy and Compassionate Community, Environmental Sustainability, A Strong City Workforce Infrastructure, and Maintaining a Safe Community.

FISCAL IMPACT:

The FY2020-21 budget includes \$100,000 to complete this project.

ORIGINATED BY:

City Manager's Office

ATTACHMENT LIST:

Goals & Priorities 2020-21 FINAL (PDF)