



City of Pacifica Strategic Plan

2023 to 2030

*Includes Mission, Vision, Values,
Goals, and Strategies*

MAY 2024

City Council



Sue Vaterlaus, Mayor



Sue Beckmeyer, Mayor pro Tem



Mary Bier, Councilmember



Tygarjas Bigstycck, Councilmember



Christine Boles, Councilmember

Message from the City Manager

To the Pacifica City Council and Community,

I am pleased to present Pacifica's 2023-2030 Strategic Plan. The City Council's commitment to undertaking a strategic planning process this year, the community's input into the process, and the enclosed outcome of that process, is a testament to the City Council's hard work and dedication to developing and implementing a vision for Pacifica to enhance the future of this incredible and unique coastal community. This strategic plan charts a bright future for Pacifica and, importantly, provides clear City Council direction to guide priorities for the organization for years to come. City staff and I look forward to the challenging work ahead to carry out the many important services, programs, and projects to fulfill this strategic plan.

Respectfully,
Kevin S. Woodhouse
City Manager



Strategic Planning

A strategic plan is a living document, featuring a comprehensive framework that can be adjusted periodically based on the needs of the community.



Each year the City Council convenes in advance of the new fiscal year to review and amend as necessary City Council goals, and to develop a list of priorities to be implemented in the upcoming fiscal year to fulfill the goals. In Spring 2023, over the course of three public meetings, the Pacifica City Council undertook a comprehensive strategic planning process instead of its annual goal-setting process. Beginning with identifying Mission, Vision, and Values statements for the organization, followed by identifying goals that represent those statements and strategies to fulfill those goals, the Pacifica City Council developed this 2023 to 2030 Strategic Plan.

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.



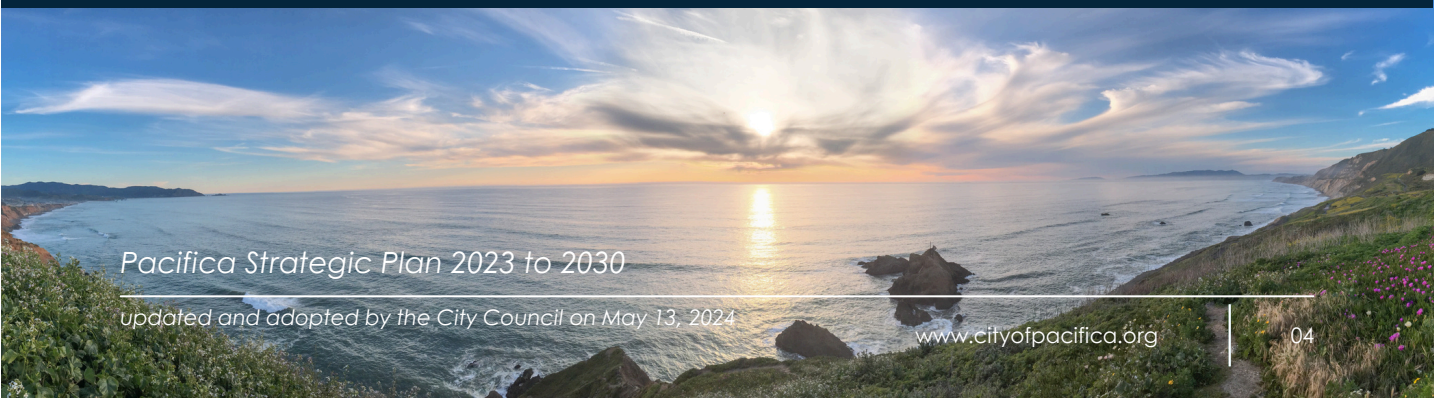
VISION - *What Are We Becoming?*

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

VALUES

How Do We Approach Our Work?

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



Pacifica Strategic Plan 2023 to 2030

updated and adopted by the City Council on May 13, 2024

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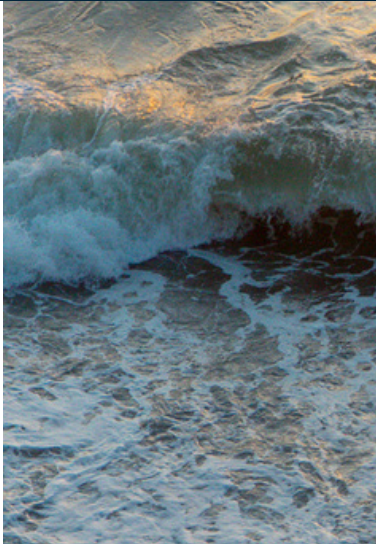
Goals - *How Will We Achieve Our Vision?*

- 01** *Enhance organizational and fiscal stability.*
- 02** *Improve and steward City infrastructure, streets, and facilities.*
- 03** *Prioritize protection and development of affordable housing.*
- 04** *Pursue climate change adaptation and mitigation.*
- 05** *Broaden public communications and collaboration.*

Pacifica Goals and Strategies 2023 to 2030

The Strategies listed under each Goal below are the City Council's initial priorities to ensure progress on achieving the Strategic Plan while recognizing the ongoing services, management and non-discretionary work that consume most City resources.

Note - Strategies modified or added by the City Council at the May 13, 2024 meeting are highlighted.

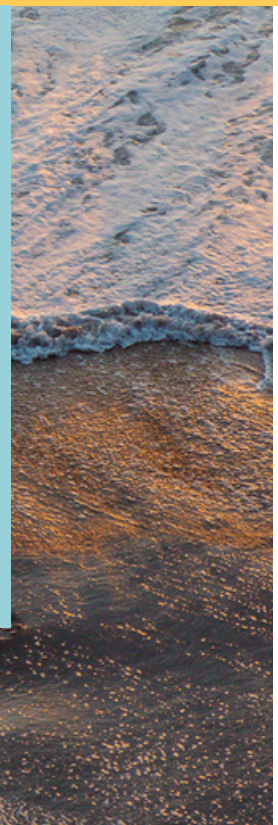


01 Enhance organizational and fiscal stability.

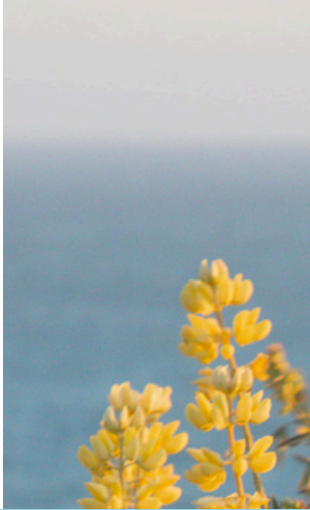
- A. Improve staff retention, recruitment, mental health and wellness resources, and increase staffing for rising workloads.*
- B. Consider possible tax and bond measures for 2024.*
- C. Prioritize implementation of the Economic Opportunities Study.*

02 Improve and steward City infrastructure, streets and facilities.

- A. Complete selected stormwater and flooding improvements citywide.*
- B. Advance the Beach Boulevard Resiliency and Esplanade Protection Projects (including the Pier, as feasible).*
- C. Broaden community awareness of the Library projects.*
- D. Develop a Facilities and Equipment Plan for Public Safety and the Community Center.*



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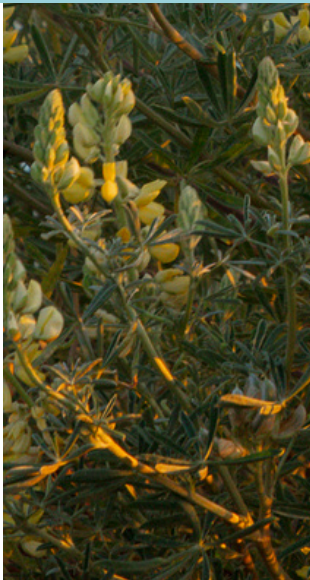
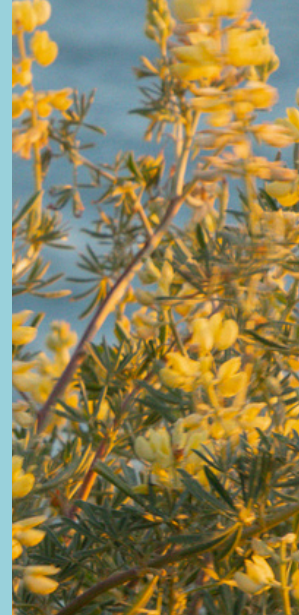


03 Prioritize protection and development of affordable housing.

- A. Complete the Housing Element Update.
- B. Update the Short-Term Rental Ordinance.
- C. Prioritize Housing Element program implementation.

04 Pursue climate change adaptation and mitigation.

- A. Update the Climate Action and Adaptation Plan, including performance targets.
- B. Continue the urban forestry plan, tree canopy goals, inventory, and projects.
- C. Update Pacifica's Local Coastal Plan and improve communications and collaboration with the California Coastal Commission.



05 Broaden public communications and collaboration.

- A. Creatively and appropriately leverage community expertise and volunteers to advance City priorities.
- B. Increase communications, education, and connections for community mental health resources.
- C. Explore possible changes to Council term limits.

Conclusion


Pacifica Strategic Plan 2023 to 2030

The Pacifica Strategic Plan 2023 to 2030 establishes strategies for the next seven years to meet the City's five overarching goals. The Plan articulates the organizational mission and vision of the City and establishes a set of values and goals as a guide for decision making. Accountability for the Strategic Plan will be provided through periodic updates to the City Council. Progress on the Plan will be reviewed annually, with updates as strategies are completed and as new issues emerge.



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