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## CITY OF PACIFICA

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**TO:** City Council

**FROM:** Kevin S. Woodhouse, City Manager

**DATE:** August 31, 2021

**SUBJECT: Fiscal Year 2021-22 Workplans for Council-Adopted Priorities**

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I am pleased to provide the attached workplans for the Council-adopted priorities for Fiscal Year 2021-22. These workplans, when combined with the dozens of other non-discretionary priorities underway from previous years and the day-to-day programs and services delivered by the City, comprise an overbrimming workload for the City's limited staffing resources. The workplans also reflect the City Council's commitment to the Pacifica community, and my commitment on behalf of City staff to the City Council, to achieve major progress on all of these priorities.

The 17 City Council Priorities were developed and adopted through the City Council annual goals and priority setting process, which began with a Council workshop on March 5<sup>th</sup> and 6<sup>th</sup>, followed by Council adoption on April 12, 2021. Following goals and priorities adoption, and budget adoption for the new fiscal year, it has been my practice annually to develop detailed workplans for each priority at the beginning of the fiscal year. Detailed workplans serve multiple purposes. First, they transparently communicate to the City Council and the community important work tasks and schedule milestones for the year (and in some cases into future years for multi-year projects). Secondly, they are a tool to help manage staff workload and timing of major Council agenda items spread throughout the year. Finally, they serve as a management tool to track and report on progress and maintain accountability for priorities. These workplans will be updated periodically throughout the year, usually quarterly, to reflect progress and any important updates or changes based on unanticipated factors related to these complex priorities.

Additionally, it is important for the Council and the community to view these workplans in the context of the many other City priorities underway. As presented during the March goals and priority setting workshop, there are more than 30 City priorities that are underway simultaneous with the attached 17 Council priorities. These other priorities include:

- On-going pandemic response
- Prep for return to in-person Council meetings
- Pier repair project
- SB 1383 compliance (organic waste and food recycling)
- Anza pump station repair project
- Garbage franchise negotiations
- Completion of labor negotiations
- Milagra Outfall repair project
- Implementation of American Rescue Plan Act funding strategies
- Oversized Vehicle Ordinance implementation

- Playground replacements
- Processing of Pacifica School District workforce housing project
- Bike Park site selection
- Local Coastal Program Update processing
- Implementation of paving projects
- Preparation for Safe & Sane Fireworks ballot measure
- Wastewater rates study
- Building Division process improvements
- Potential revenue measure analysis/preparation
- Completion and implementation of surf camp/school policy
- Processing of housing development applications, including responding to public inquiries and records requests
- Manor Drive Overcrossing project
- Adobe Bridge culvert project study w/RCD and watershed coalition
- Handling of voluminous Public Records Act requests
- Caltrans/Hwy 1 projects coordination
- 2212 Beach Blvd hotel site market analysis and RFP
- Vegetation management grant implementation
- Redistricting
- Processing of 570 Crespi mixed use/housing project
- Liberty Garden assessment and permitting
- Information Technology improvements, including new Financial system, document digitization, PRA Next Request system, work order management system, CRM system, and GIS

These priorities fall into a variety of categories for why they are essential undertakings, such as:

- Regulatory or legal requirement
- Previous or On-going Council priority
- Continuing Capital Improvement Program (CIP) project
- Organizational improvements

This workload of nearly 50 projects, on top of day-to-day services and programs, signifies the dedication and commitment of all City employees and the City Council to working diligently and tirelessly in service to the Pacifica community. While overseeing this workload throughout FY2021-22, I will need to remain mindful of, and in constant communication with the Council about, project and Council Agenda pacing, employee health and wellness, and maintaining focus on the top Council priorities that are so foundational to planning and building Pacifica's future where all Pacificans can thrive. I look forward to the excitement and progress during FY2021-22.

Sincerely,



Kevin S. Woodhouse  
City Manager

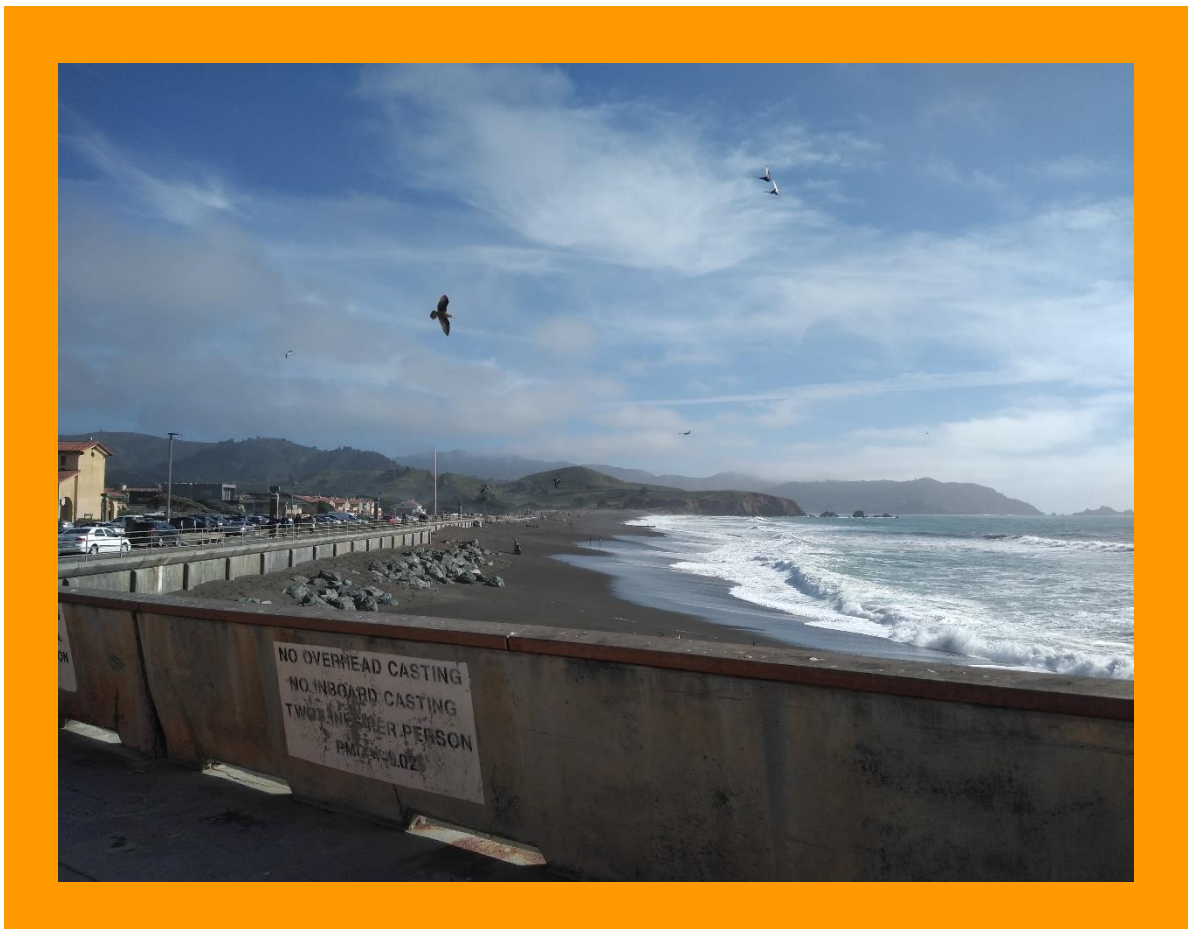
# CITY OF PACIFICA

# FISCAL YEAR 2021-22

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## WORKPLANS FOR CITY COUNCIL PRIORITIES

WORKPLANS UPDATE – AUGUST 31, 2021



## **FY2021-22 City Council Priorities**

The following 17 priorities for FY2021-22 were adopted by the Pacifica City Council on April 12, 2021. This diverse and robust work plan is intended to help fulfill the City Council's broader goals of 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. In addition to these major priorities, the City continues to deliver hundreds of on-going programs and services, the totality of which represents the City's commitment to deliver exceptional programs, projects, and services to the Pacifica Community.

*(Priorities are numbered for ease of reference and not for relative priority)*

1. Continue the Beach Boulevard Infrastructure Resiliency Project
2. Continue outreach efforts related to a New Sharp Park Library & Renovated Sanchez Library
3. Complete an update to the Climate Action Plan
4. Complete the Vision 2025 & Beyond strategic planning process to articulate a long-term and financially sustainable vision for Pacifica.
5. Continue Esplanade Avenue Bluff Erosion Infrastructure Protection Projects
6. Continue efforts to evaluate the City Tree Program and update the Heritage Tree Ordinance
7. Continue efforts to address Civic Center facility health and safety issues
8. Continue efforts to complete Policing in Pacifica workplan actions
9. Prepare a Quarry Site Specific Plan
10. Complete a Sharp Park Specific Plan
11. Complete a comprehensive General Plan update
12. Complete an update to the Wireless Communication Facilities Ordinance
13. Prepare an update to the Housing Element of the General Plan
14. Design and implement a Council conversation with the Community about homelessness
15. Evaluate the City's plastic foodware ordinance and consider potential updates to address plastic cups and lids
16. Present an ordinance to City Council for consideration regulating the sale of flavored tobacco in Pacifica.
17. Evaluate and implement economic development initiatives focused on business assistance

## 1. Continue the Beach Boulevard Infrastructure Resiliency Project

**Description:** This project will eventually replace the existing seawall and promenade along the entire section of Beach Boulevard, from Clarendon to Bella Vista, approximately 2,700 feet. Preliminary Planning & Feasibility (Phase 1) was completed in June 2021, and Design & Environmental work (Phase 2) will begin in FY2021-22, to be followed by Construction (Phase 3) in future years.

Built in 1984, the northern seawall is a reinforced earth wall consisting of 5'x5' concrete tiles held together by rebar and held in place by tie backs extending underneath the promenade. The retaining wall supports the promenade, the road and all the infrastructure within it. Past failures of sections of the reinforced earth wall have placed the road and infrastructure in danger of failing to the ocean. The southern seawall from the pier to Clarendon was built in 1987. It was constructed with 15' wide by 8' high precast concrete panels and set on top of a 12" wide by 5-7" high concrete foundation. It is held in place by concrete tie backs and precast concrete wave deflectors.

In June 2021, City Council selected the hybrid seawall with rock apron and beach nourishment alternative to move into the Design and Environmental Phase.

*Goals Fulfilled:*

- Stewardship of City Infrastructure
- Maintaining a Safe Community
- Fiscal Sustainability

**Current Status:** Phase 1 was completed in June 2021 with City Council selecting the staff-recommended option – hybrid seawall with rock apron and beach nourishment. Phase 2 has begun with scoping and budgeting tasks.

*Budget Notes:* Project management will be done by existing staff with consultant assistance. There remains approx. \$700k of the \$1.5 million of state funding received in 2020, but it is estimated phase 2 may cost up to \$4 million and take several years to complete. Staff will be developing a funding plan to complete Phase 2, and continues to explore options to fund construction of this project.

*Target Completion Date:* TBD

*Lead/Support Dept:* Public Works/CMO

Milestones:

- ✓ By June 2021, Phase 1, Preliminary Planning & Feasibility, completed: With \$1.5 million in State funding, completed between June 2019 and June 2021 RFP for consultant services, consultant selection, existing conditions report, multi-hazard risk assessment, alternatives analysis, four community workshops and extensive public engagement, and City Council selection of recommended alternative;
- By September 2021, GHD preparation of revised draft scope of work and budget for Phase 2;
- By October 2021, review and finalize Phase 2 scope of work;
- By November 2021, develop preliminary funding plan for Phase 2;
- TBD, begin Phase 2 work;
- TBD, complete design phase, environmental review, and permitting;
- Ongoing, continue funding search strategies for construction funding;
- TBD, award construction contract and start construction.

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## 2. Continue outreach efforts related to a New Sharp Park Library & Renovated Sanchez Library

**Description:** Continue to inform the community about the advantages of a New Sharp Park Library & Renovated Sanchez Library to gain support for a future bond measure to fund construction of the project.

*Goals Fulfilled:*

- An Engaged Community
- Stewardship of City Infrastructure
- A Healthy and Compassionate Community

**Current Status:** Library Advisory Committee (LAC) meetings were out on-hold during the pandemic. Staff is continuing a “lighter” project outreach approach, primarily through social media, to maintain project awareness. In early February staff met with Council liaisons to the LAC (Beckmeyer/Bier) to discuss the 2021 work plan for this Council priority.

*Budget Notes:* Minimal expenditures are expected during the limited outreach campaign. Additional funding would be needed to prepare for a ballot measure seeking voter approval of funding for the project.

*Target Completion Date:* Anticipated to continue into FY2022-23.

*Lead/Support Dept:* CMO

Milestones:

- By September 2021, hold a follow-up meeting with LAC Council liaisons to discuss the FY2021-22 work plan;
- TBD, development of next steps and workplan milestones following meeting with LAC Council liaisons.

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### 3. Complete an update to the Climate Action Plan

**Description:** The City's first Climate Action Plan (CAP) was adopted in 2014. This project would update the CAP using updated greenhouse gas emissions estimates and updated methodologies based on recent best practices.

*Goals Fulfilled:*

- Stewardship of City Infrastructure
- Environmental Sustainability
- Maintaining a Safe Community

**Current Status:** This work has been on hold due to staffing considerations. The staff who will focus on the plan update and implementation measures will also assist the Economic Development Program and will report to the Chief Financial Sustainability Officer (CFSO) for that work. This hiring has been delayed to enable the CFSO, who started in late-April, to participate in the hiring process for the limited-term position already authorized by Council. The hiring process for this limited-term position will commence in 1st Quarter of FY2021-22 with staff anticipated to start by 2nd Quarter of FY 2021-22.

Until the hiring is completed, current staff will continue working with consultants DNV GL through a partnership with Regional Climate Action Planning Suite (RICAPS) to update Pacifica's existing Climate Action Plan. Staff attends monthly RICAPS working group meetings. Staff is currently reviewing the updated Menu of Measures which is a pre-set list of greenhouse gas (GHG) reduction measures most applicable to the San Mateo County region and is the recommended approach to estimating potential GHG emissions avoided from each measure. Staff is reviewing the latest Menu of Measures (version 9.4) provided by RICAPS for consideration and to be incorporated as part of strategies and actions of the climate action plan update. RICAPS has also provided an updated Climate Action Plan template (version 9.5), which staff is also exploring to use as part of the update. The draft semi-standard language found in the template can serve as a good starting point for making modifications and customizing information.

Staff will re-engage with active community groups including the community-based Climate Committee and Pacifica Rotary Club to educate

the community about GHG reduction opportunities via website, Connect with Pacifica, and other channels.

*Budget Notes:* The CAP update is being partially supported by a PG&E grant via the RICAPS.

*Target Completion Date:* TBD

*Lead/Support Dept:* Planning/Public Works

Milestones:

- By 2nd Quarter FY 2021-22, update Menu of Measures and Climate Action Plan template;
- By 2nd Quarter FY 2021-22, Initiate a meeting with RICAPS consultant, DNV-GL, to review Pacifica’s GHG emissions.
- By 3<sup>rd</sup> Quarter FY 2021-2022 - Conduct public engagement with stakeholders and the community to finalize which strategies could help reduce GHG emissions. Identify measures for action, prioritize which measures to implement first, and then quantify whether actions will achieve targets with the assistance from DNV-GL.

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**4. Complete the *Vision 2025 & Beyond* strategic planning process to articulate a long-term and financially sustainable vision for Pacifica**

Description: The City Council approved the following purpose statement for this study:  
*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 envisioned for Pacifica’s mid to long-term future that are equitable and inclusive and will help all Pacificans thrive, and to articulate the City’s financial opportunities, challenges, and strategies to achieve this vision and resiliency.*

This will be a two-part project designed to analyze the City’s Long Term Finances and Economic Development opportunities. The *Financial* portion of the project will take a look at the City’s revenues and expenditures in the past and going forward. It will explore the revenue generating options necessary to maintain the desired level of services to the community, and what level and type of potential ballot revenue measure this may require.

The *Economic Development* portion of the project will look into the commercial business economy in Pacifica to analyze various business sectors and how they contribute revenue toward desired City service levels to the community. This will include analyzing commercial revenue trends, providing a baseline commercial revenue report based on business sectors



and geographic zones, reporting on top revenue-generating sectors, developing a business outreach and retention strategy, and developing a Request for Proposal (RFP) for an Economic Opportunities Study, targeted to be released in winter 2021-22.

*Goals Fulfilled:*

- Fiscal Sustainability
- Stewardship of City Infrastructure
- Engaged Community
- Healthy & Compassionate Community

**Current Status:** The launch of this study, preliminarily called Vision 2025 & Beyond, was delayed due to Coronavirus impacts and was re-engaged during fall 2020 with the Council's refinement of the purpose statement and in anticipation of the City's hiring of its Chief Financial Sustainability Officer, a position that consolidated the previous Finance Director and Economic Development Manager positions into one position.

*Budget Notes:* \$100,000 has been budgeted in FY2021-22

*Target Completion Date:* TBD

*Lead/Support Dept:* CMO

**Milestones:**

- ✓ By August 2021, develop project work plan;
- By 2<sup>nd</sup> Quarter FY2021-22, complete analysis of Pacifica commercial economy;
- By 2<sup>nd</sup> Quarter FY2021-22, complete marketing gap analysis and develop the longer-term marketing plan;
- By 3<sup>rd</sup> Quarter FY2021-22, complete multi-year revenue and expense analysis and explore financial opportunities for Pacifica;
- By 3<sup>rd</sup> Quarter FY 2021-22, issue RFP for Economic Opportunities Study;
- By 4<sup>th</sup> Quarter FY 2021-22, complete the Economic Opportunities Study and present results to Council.

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## **5. Continue Esplanade Avenue Bluff Erosion Infrastructure Protection Projects**

**Description:** Projects along the 300 and 400 blocks of Esplanade Avenue aim to protect the street and infrastructure within it from severe bluff erosion. They look to mitigate erosion hazards to infrastructure in the area. The 310-330 Esplanade project, for which conceptual plans are complete, will construct a concrete seawall at the base of the bluff in order to deflect the ocean wave energy and protect the toe of the bluff from further erosion. The 400 Esplanade projects looks

to mitigate the same erosion issue, with conceptual plans to be completed during FY2021-22.

In FY2021-22 both projects look to continue their preliminary planning, design, and environmental work including acquiring property rights, geotechnical investigations, environmental phase studies, permitting and design of the structures.

*Goals Fulfilled:*

Stewardship of City Infrastructure

Maintaining a Safe Community

Current Status: 310-330 Esplanade

The City has filed Eminent Domain proceedings on 310-330 Esplanade. Environmental work has begun by City consultant by completing borings, biological assessments, and boundary surveying. Preliminary seawall conceptual plans are complete. Environmental assessments are on-going. Staff and the project team met with the Coastal Commission to discuss the concept plans along with a joint agency meeting that included the United States Army Corps of Engineers, State Lands Commission, and the California Department of Fish & Wildlife. The agencies' notes along with City comments are being incorporated into the next revision of plans. The work was on pause during FY 20-21 while funding was pursued and discussion with the USACE were on-going. In FY 21-22, the project looks to begin the Coastal Development Permit process and continue to work on design for the solution.

400 Esplanade

Staff has closed out Phase I and is awaiting reimbursement. Phase II funding has been preliminarily awarded as of July 8<sup>th</sup>, 2020. Staff prepared an RFP for this work which was awarded to Moffat & Nichols, Inc. on November 2020. FY 21-22 work will continue the technical studies needed to recommend a protection alternative to City Council in early 2022.

*Budget Notes:* Existing staff will manage the projects, with consultant assistance for construction management and inspection services. Funding is a combination of Federal and State grants, with City matching funds.

310-330 Esplanade

Project cost is significantly higher than originally expected when beginning the project due to various factors, such as likely regulatory approval conditions, the geology of the

site, and the difficult construction access. The current estimate for construction ranges from \$12-\$13million. Staff has been working with CalOES, FEMA, and USACE regarding funding this project. With recent SB 129 funding (\$6 million), which can serve as the City's share of CalOES funding, staff believes the budget is sufficient to continue moving this important project forward.

400 Esplanade

Engineering estimates for each phase, to be refined as project design and permitting occurs:

Phase I: Final dollars spent are \$1,538,784 with FEMA Public Assistance Grant Program to reimburse \$1,404,857;

Phase II: \$3.9 Million, CalOES Hazard Mitigation Grant Program (CalOES-\$2.93M, City-\$979K, with recently received \$1.75 million from State). Figure subject to change as initial planning and feasibility is still underway.

*Target Completion Date:* Dates are variable due to complexity of permitting & seasonal construction windows.  
310-330 Esplanade Design – Summer 2022  
310-330 Esplanade Constr. – Fall 2023  
400 Esplanade Prelim Planning & Feasibility – February 2022  
400 Esplanade Design- Summer 2023  
400 Esplanade Construction – Fall 2024

*Lead/Support Dept:* Public Works

Milestones:

310-330 Esplanade

- ✓ By September 2018, awarded Design & Environmental Phases contract;
- ✓ On October 14, 2019, Resolution of Necessity to acquire 330 Esplanade Avenue was adopted.
- By End of September 2021, submit permitting applications;
- By late Winter 2022, award construction contract;
- By Fall 2023 complete construction (estimated).

400 Esplanade

Phase I – Temporary Rock Revetment

- ✓ By July 2018, awarded construction contract and began work;
- ✓ By August 2018, Phase I completed, which installed a temporary rock revetment as emergency protective measure;
- ✓ By December 2018, project close out completed.

Phase II – Permanent Sculpted Seawall

- ✓ By September 2018, City staff resubmitted project under the current wildfire disaster declaration, as advised by CalOES;
  - ✓ By September 2020, staff will prepare RFP for design and environmental services for the project.
  - ✓ By November 10, 2020 award design and environmental services.
  - By February 2022, complete preliminary planning & feasibility and present findings to City Council.
  - By Summer 2023, design & environmental documents completed, project ready to bid.
  - By Fall 2024, project constructed.
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**6. Continue efforts to evaluate the City Tree Program and update the Heritage Tree Ordinance**

**Description:** Tree maintenance and removals are a complex topic. There is an important safety need to remove aging trees, and the City’s tree ordinance/policy needs to be updated to reflect the current state of the urban forest. The City also needs an urban forest and vegetation management plan. The scope of work for this priority for FY2021-22 will begin to address review of policies and practices, public engagement and information, and creation of the City’s tree inventory.

*Goals Fulfilled:*

- Stewardship of City Infrastructure
- Environmental Sustainability
- Maintaining a Safe Community

**Current Status:** The City’s current heritage tree ordinance has been in effect since January 10, 1990. This project is to evaluate and recommend changes to reflect current good forestry practices and administration. In addition, the City does not have an urban forest management plan, which would help the City obtain grants from State agencies to help fund tree program components, such as tree inventories or urban reforestation. Due to the large scope of work and complexity of this topic, which includes developing an Urban Forest Management Plan (UFMP), ordinance revisions, process reviews, and public engagement, the project will be divided into two parts:

Tree Workplan Part 1: Updating Heritage Tree Ordinance (HTO), review and modification of public and private tree removal processes, review and modification of City street tree maintenance processes, and provide public engagement and outreach.

Tree Workplan Part 2: Building upon Part 1, start a tree inventory, establish a sustainable Urban Forest/Open Space Management Plan (species selection, planting, maintenance, staffing needs), provide urban forest cost/benefit analysis, implement software program to assist with tree management, and provide public engagement and education plan.

*Budget Notes:* \$150,000 for consultant assistance approved in the FY2020-21 budget, an additional \$150,000 for Tree Workplan Part 2 approved in the FY2021-22 budget.

*Target Completion Date:* Tree Workplan Part 1: April 2022

*Lead/Support Dept:* Public Works/Planning

Milestones:

- ✓ By end of February 2021, award consultant services agreement to Davey Resource Group to update HTO and kickoff of project;
- ✓ By March-August 2021, interview stakeholders and prepare findings report;
- By September 2021, schedule and hold public and commission meetings;
- By October/November 2021, schedule and hold City Council Study Session;
- By December 2021, incorporate public comments into HTO;
- By February 2022, present HTO to City Council;
- By March 2022, prepare RFP for Tree Workplan Part 2;
- By April 2022, City Council adoption of updated HTO;
- By May 2022, interview consultants and award consultant services agreement for Tree Workplan Part 2.

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## 7. Continue efforts to address Civic Center facility health and safety issues

**Description:** In response to air quality issues and building deficiencies of the City Hall and the Planning/PB&R (P+P) Building, City Council approved a project to rehabilitate and renovate the Civic Center facilities. The City has hired Group 4 Architecture, Research + Planning (“Group 4”) to provide architectural services to modernize the Civic Center, including incorporating the historic Ocean Shores Railcar into the site design.

*Goals Fulfilled:*

- Stewardship of City Infrastructure
- Maintaining a Safe Community

**Current Status:** A study session was held with City Council in October 2020 to discuss the air quality concerns and general condition of the Civic Center Campus, which impact the health and safety of the facilities for employees and the visiting public. In response, the City Council

approved a Master Consultant Services Agreement with Group 4 to prepare a Civic Center Conceptual Design in November 2020. Group 4 conducted staff meetings, public engagement events, and Council Study Sessions, which all led to a preferred site design, design values, and building programs for the Civic Center Conceptual Design. The Civic Center Conceptual Design includes the full interior and exterior renovation of City Hall and the P+P Building and full site improvements, which could cost up to \$11.49 million. However, through value engineering, the project team is working to reduce the cost to fit within a \$10 million budget approved by the City Council, which consists of \$6 million of City-funded sources and a \$4 million bank loan with a low-interest 20-year term.

On June 28, 2021, City Council executed Task Order No. 2 with Group 4 for the Civic Center Campus Facilities Project Final Design phase. During this phase, Group 4 will be preparing the construction / bidding documents for this project, as well as conducting project management team meetings, public engagement and Planning Commission meetings, and updates to City Council. Civic Center employees were relocated to the Community Center at the end of July and the “new” temporary Civic Center was opened to the public on August 16, 2021.

*Budget Notes:* The City is still working with its Insurance Carrier regarding the claim and insurance proceeds. City Council approved the funding strategy of \$10 million for the project. City Council approved Task Order No. 2 in the amount of \$1,150,937 for the Final Design of the project.

*Target Completion Date:* June 2023

*Lead/Support Dept:* Public Works/CMO

Milestones:

- ✓ On November 24, 2020 based on City Council direction, the City executed a consultant services agreement with Group 4 to prepare Conceptual Design for the Civic Center Campus;
- ✓ On April 26, 2021, presented final Conceptual Design and funding strategy to City Council;
- ✓ On June 28, 2021, City Council executed Task Order No. 2 in the amount of \$1,150, 937 for the Final Design of the project, which includes the preparation of construction documents;
- ✓ On July 30, 2021, the Civic Center was relocated to the Community Center;
- ✓ On August 16, 2021, the “new” Civic Center opened its doors to the public;
- By end of September 2021, conduct all City staff workshop;
- By mid-October 2021, hold an All-Stakeholders public engagement meeting;
- By end of October 2021, update progress of project with City Council;
- By November 2021, present project to the Planning Commission;

- By December 2021, prequalify contractors for the project;
- By end of January 2022, prepare 100% construction plans for Final Conceptual Plan;
- By February 2022, publicly bid and open bids for Civic Center Campus Improvement Project;
- By March 2022, award Civic Center Campus Improvement Project;
- By April 2022, start construction of Civic Center Campus Improvement Project;
- By May 2023, complete construction. Create punchlist;
- By June 2023, address punchlist items.

## 8. Continue efforts to complete Policing in Pacifica workplan actions

**Description:** In May 2020, the George Floyd homicide created conversation within the community regarding policing policies and procedures in Pacifica. This resulted in (4) presentations to City Council by the Chief of Police related to Use of Force Policy, police training on bias, and community engagement programs. The result of these presentations was the creation of a workplan designed to assure the Police Department maintains lawful, best practice policies and to create community engagement opportunities.

*Goals Fulfilled:*

- Health/Compassionate Community
- An Engaged Community
- Maintaining a Safe Community

**Current Status:** Staff work continues on the workplan, with some items being delayed due to COVID-19 restrictions. Numerous actions have been completed, as noted in the milestone below.

*Budget Notes:* Expenditures related to training events and Chief's Advisory Panel are expected to be absorbed by the 2021-2022 FY budget.

*Target Completion Date:* On-going  
*Lead/Support Dept:* Police Department

**Milestones:**

- ✓ By June 2020, implement policy prohibiting the use of the carotid restraint;
- ✓ By July 2020, edit Use of Force Policy to mirror language used in 835 PC;
- ✓ By October 2020, edit Use of Force Policy to align with SB230;

- ✓ By April 2021, provide 1<sup>st</sup> annual Policing Workplan progress report to City Council
  - ✓ By April 2021, complete annual bias training for police personnel;
  - By December 2021, facilitate bias training for all City staff;
  - By December 2021, develop plan for a facilitated community/Police Department bias training/discussion event, to be held in early 2022;
  - By December 2021, develop a plan for selection of the Chief's Advisory Panel members, to be implemented in early 2022;
  - By January 2022, hold the first Community Police Academy;
  - By April 2022, present 2<sup>nd</sup> annual Policing Workplan to City Council.
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## 9. Prepare a Quarry Site Specific Plan

**Description:** The Quarry owner desires to develop the property in a manner that is mutually acceptable to him, the City, and the Pacifica community. This work plan item would include a City-led, owner-funded specific plan process to create a plan for the Quarry site to replace limited planning policies in the existing Rockaway Beach Specific Plan. The new specific plan would include a detailed land use and implementation plan for the Quarry site. The scope of work for the specific plan would include robust community engagement and the City Council would retain land use authority, subject to certification by the Coastal Commission. The Quarry Site Specific Plan is a separate project from the ongoing Quarry Reclamation Plan.

*Goals Fulfilled:*

- Fiscal Sustainability
- An Engaged Community
- A Healthy and Compassionate Community

**Current Status:** The Quarry Specific Plan process will commence in the 3<sup>rd</sup> Quarter of FY 2021-22 after the General Plan and Sharp Park Specific Plan projects are completed in early 2022.

*Budget Notes:* This project would be property-owner funded but managed by the City. The City will be seeking grant funding or alternative sources to support aspects of the project related to updating the Rockaway Beach Specific Plan.

*Target Completion Date:* Preparation of a specific plan would take approximately one year. This project is anticipated to continue into FY2023-24.

*Lead/Support Dept.:* Planning



Milestones:

- By 2<sup>nd</sup> Quarter FY 2021-22, select a consultant to manage community engagement and specific plan preparation;
  - By 3<sup>rd</sup> Quarter FY 2021-22, pending completion of the Sharp Park Specific Plan and General Plan, begin community engagement on the Quarry Site Specific Plan;
  - By 1<sup>st</sup> Quarter FY 2022-23, begin EIR preparation;
  - By 4<sup>th</sup> Quarter FY 2022-23, release draft specific plan and draft EIR for public comment;
  - By 1<sup>st</sup> Quarter FY 2023-24, approve specific plan.
  - TBD, achieve Coastal Commission certification of specific plan.
- 

## 10. Complete a Sharp Park Specific Plan

**Description:** Prepare a Sharp Park Specific Plan (SPSP) for the West Sharp Park neighborhood and portions of the East Sharp Park neighborhood. The SPSP will contain policies to protect neighborhood character, revitalize commercial activity, strengthen visitor-serving uses, and encourage affordable housing, among other outcomes.

*Goals Fulfilled:*

- Fiscal Sustainability
- An Engaged Community
- A Healthy and Compassionate Community

**Current Status:** Significant public and decision maker input have been received in development of the SPSP. The Plan’s narrative and policies have been drafted based on the direction provided by Council in November 2020 and are under final review by staff. The Specific Plan and Environmental Impact Report are scheduled to be released for public review in the fall of 2021. After a 45-day public review period and preparation of responses to comments, the Planning Commission and City Council will hold hearings in Fall 2021 to recommend and adopt the documents, respectively. The SPSP will then be submitted to the Coastal Commission for certification as part of the Local Coastal Plan Implementation Plan.

*Budget Notes:* The SPSP is fully funded in the FY 2021-22 budget. Key funding has been provided by an SB 2 grant received by the City (\$160,000).

*Target Completion Date:* December 2021 (City Council approval) followed by Coastal Commission certification (timeline TBD).

*Lead/Support Dept:* Planning

Milestones:

- By 2<sup>nd</sup> Quarter FY 2021-22, release draft SPSP and draft EIR for public review.
  - By 3<sup>rd</sup> Quarter FY 2021-22, conduct public hearings for SPSP adoption at Planning Commission and City Council.
  - TBD, achieve Coastal Commission certification of SPSP.
- 

## 11. Complete a comprehensive General Plan update

**Description:** The City's current General Plan is more than 40 years old. This project would adopt an update to the General Plan to cover the next 20 years.

*Goals Fulfilled:*

- Fiscal Sustainability
- An Engaged Community
- Stewardship of City Infrastructure
- A Healthy and Compassionate Community
- Maintaining a Safe Community

**Current Status:** The General Plan Update process began approximately 11 years ago, with the latest draft released in 2014. In 2019 the Council directed that the update process be completed by reintroducing the plan through a new round of community engagement and public input. Initial input was collected during five community meetings conducted in June and July 2019. In August and September 2019 this feedback was presented in joint study sessions with the Planning Commission and City Council. The General Plan has been updated based on the direction provided by the Council, and preparation of the Environmental Impact Report (EIR) is nearing completion. The General Plan and EIR are scheduled to be released for public review by December 2021. After a 45-day public review period and preparation of responses to comments, the Planning Commission and City Council will hold hearings in early 2022 to recommend and adopt the documents, respectively.

*Budget Notes:* The General Plan update is fully funded in the FY 2021-22 budget, primarily from development impact fees collected previously by the City.

*Target Completion Date:* December 2021

*Lead/Support Department:* Planning

Milestones:

- By 2<sup>nd</sup> Quarter FY 2021-22, release draft General Plan and draft EIR for public review.

- By 3<sup>rd</sup> Quarter FY 2021-22, conduct public hearings for General Plan adoption at Planning Commission and City Council.

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## 12. Complete an update to the Wireless Communication Facilities Ordinance

**Description:** The Wireless Communication Facilities Ordinance would modernize the City's current regulations to reflect the evolution of the wireless industry and the types of facilities most commonly constructed with today's technology. It would also update current regulations to reflect recent changes in state and federal law that affect local control. Specific objectives for the ordinance amendments would be determined when the project is initiated. Preliminary Council discussions included a desire that the ordinance reflect and incentivize the community's design values for such facilities while complying with state and federal regulations.

*Goals Fulfilled:*

- An Engaged Community
- Maintaining a Safe Community

**Current Status:** Estimated start date is 3<sup>rd</sup> Quarter of FY2021-22. This project will commence after completion of the General Plan update and Sharp Park Specific Plan projects, pending additional priorities.

*Budget Notes:* \$15,000 is budgeted in Planning for this project. This amount does not include City Attorney's Office costs.

*Target Completion Date:* 4<sup>th</sup> Quarter of FY 2021-22.

*Lead/Support Department:* Planning

**Milestones:**

- By 3<sup>rd</sup> Quarter FY 2021-22, identify a consultant with expertise in wireless communications facilities ordinances;
- By 3<sup>rd</sup> Quarter FY 2021-22, conduct community engagement regarding potential ordinance updates;
- By 4<sup>th</sup> Quarter FY 2021-22, perform CEQA analysis of a draft ordinance (if necessary);
- By 4<sup>th</sup> Quarter FY 2021-22, conduct public hearings on draft ordinance at Planning Commission and City Council, followed by adoption by City Council.

### 13. Prepare an update to the Housing Element of the General Plan

**Description:** This project would update the Housing Element of the General Plan in accordance with state law. Key objectives of the Housing Element update include the identification of areas suitable for construction of housing for all income levels to satisfy the City’s Regional Housing Needs Allocation (RHNA), as well as to identify constraints to the production of affordable housing and strategies to eliminate those barriers. The Housing Element update process will include a community outreach process conducted in part with countywide partners in the 21 Elements housing consortium. The ABAG region’s RHNA Cycle 6 Housing Element updates will cover the period from January 2023 through January 2031. The adoption deadline for the Housing Element updates under Cycle 6 is January 15, 2023. Adoption of the Housing Element will conclude with public hearings at the Planning Commission and the City Council, and certification by the California Department of Housing and Community Development.

*Goals Fulfilled:*

- An Engaged Community
- A Healthy and Compassionate Community

**Current Status:** Staff has started work on the early stages of the Housing Element update with assistance from the 21 Elements housing consortium. The first community outreach meeting through 21 Elements occurred in April 2021. Staff has been performing other technical work related to the update for the past several months. The intensity of work will increase over the next 12 months to enable adoption by the state-mandated deadline.

*Budget Notes:* This project will be funded primarily through grant funds. The City has received \$150,000 in Local Early Action Planning (LEAP) grant funds and anticipates receiving an additional \$33,449 in noncompetitive funding from the Regional Early Action Program (REAP) in part based on the City’s Final RHNA subregional share of 1,892 units approved by the ABAG Executive Board on January 21, 2021. The City applied to the Association of Bay Area Governments (ABAG) for competitive REAP funding to support additional community outreach and other activities related to the Housing Element update; however, the City did not receive a competitive REAP funding award.

*Target Completion Date:* By January 15, 2023  
*Lead/Support Department:* Planning

Milestones:

- By 4<sup>th</sup> Quarter FY 2021-22, complete technical work and prepare draft Housing Element document;
- By 4<sup>th</sup> Quarter FY 2021-22, perform CEQA analysis of Housing Element update;
- By January 15, 2023, conduct public hearings on Housing Element update at Planning Commission and City Council, followed by adoption by City Council.

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#### 14. Design and implement a Council conversation with the Community about homelessness

**Description:** Homelessness continues to be a difficult problem to address, made even more difficult by the pandemic and the rising cost of housing. The City continues to support, and work with, the Pacifica Resource Center on efforts to bring services to unhoused persons in Pacifica. Understanding that homelessness is a problem that is not going to be solved soon, the City Council is interested in designing and implementing a community conversation forum about homelessness, targeted for the second half of FY2021-22.

*Goals Fulfilled:*

- A Healthy and Compassionate Community
- An Engaged Community
- Maintaining a Safe Community

**Current Status:** A community conversation forum about homelessness will be designed and implemented during the second half of FY2021-22.

*Budget Notes:* \$20,000 has been budgeted in the FY2021-22 budget for implementation of up to two professionally facilitated community conversation forums, to include tabletop dinner format.

*Target Completion Date:* June 30, 2022

*Lead/Support Department:* CMO

Milestones:

- TBD, hold a City Council study session to receive input on the design for the forum;
- TBD, select and contract with a facilitator for the forum;
- TBD, schedule and hold the forum.

**15. Evaluate the City’s plastic foodware ordinance and consider potential updates to address plastic cups and lids**

Description: The City currently has an ordinance regulating single use plastics and utensils. The City Council is interested in reviewing the provisions of the current City ordinance, comparing provisions with the San Mateo County ordinance, and potentially considering expanding the ordinance to additional materials such as plastic cups and lids.

*Goals Fulfilled:*

- Environmental Sustainability

Current Status: Review of the San Mateo County ordinance and comparison with Pacifica’s ordinance will be undertaken in the second half of FY2021-22. A City Council study session will be scheduled to receive input from the Council about potential ordinance revisions, followed by drafting of the ordinance revisions for Council consideration.

*Budget Notes:* \$5,000 budgeted in the Economic Development program for this priority.

*Target Completion Date:* June 30, 2022

*Lead/Support Department:* CMO/CAO

Milestones:

- TBD, hold a City Council study session to receive input on potential ordinance revisions;
- TBD, draft ordinance revisions and introduce to Council;
- TBD, ordinance adoption.

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**16. Present an ordinance to City Council for consideration regulating the sale of flavored tobacco in Pacifica.**

Description: Increasing concerns over marketing of flavored tobacco products and access of these products by minors prompted City Council to direct staff to present a report regarding a potential ordinance prohibiting the sale of flavored tobacco products in Pacifica, which had been implemented in other jurisdictions within San Mateo County. Staff presented to the City Council on January 13, 2020 on this topic. Staff advised there was pending State and Federal legislation regarding flavored tobacco sales. City Council opted to wait until pending legislation to provide further direction.

SB 793 was signed into law in California in August 2020, and was designed to ban the sale of flavored tobacco products and tobacco product flavor enhancers, with exceptions for hookah tobacco, loose leaf tobacco,

and premium cigars. However, a referendum effort was successful in blocking the law from enactment, forcing the matter to a November 2022 statewide vote. There has been no Federal legislation to date impacting flavored tobacco sales.

This item was not further addressed in 2020 due to COVID-19 priorities. City Council has prioritized this item for the 2021-2022 Workplan.

*Goals Fulfilled:*

- Healthy/Compassionate Community

**Current Status:** Staff is preparing materials for City Council direction at a Council meeting in September. Following Council input, staff will draft the ordinance and introduce it at a Council meeting in October.

*Budget Notes:* Estimated \$6,000 - \$10,000 in legal fees to bring ordinance to adoption.

*Target Completion Date:* November 30, 2021

*Lead/Support Department:* Police Department / City Attorney's Office

**Milestones:**

- By September 30, 2021, present options to the City Council regarding the structure of an ordinance prohibiting the sales of flavored tobacco products;
- By October 31, 2021, introduce an ordinance to City Council prohibiting the sales of flavored tobacco products in Pacifica;
- By November 30, 2021, adoption of an ordinance prohibiting the sales of flavored tobacco products in Pacifica.

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**17. Evaluate and implement economic development initiatives focused on business assistance.**

**Description:** During the pandemic, it has become clear that there will likely be continued demand for outdoor options for dining (including parklets) and special events/pop-ups. In addition, there may be other actions or policies that could benefit local businesses and stimulate the local economy, such as streamlining special event permitting procedures or other. This priority will kick off with a study session with the City Council, as well as involvement from the Economic Development Committee, to identify potential business assistance initiatives for further study, and leading to the Planning Department working with the City Attorney's office on updates to ordinances and regulations regarding outdoor activities with a goal of supporting local businesses by streamlining the permit process. New ordinances would also need to be considered to allow the

continuation of parklets. The Economic Development Committee has also been working on potential business assistance initiatives.

*Goals Fulfilled:*

- Fiscal Sustainability
- Engaged Community

**Current Status:** On August 9, 2021, a study session was held to receive input from the City Council about the continuation of outdoor commercial activities. Staff is developing community outreach steps to receive further input from residents and businesses about outdoor commercial activities, before returning to Council for more detailed direction on drafting an ordinance.

At the August 23, 2021, City Council meeting, the Council approved \$150,000 in American Rescue Plan Act funding to augment San Mateo County's funding for another round of small business assistance grants through the SMC Strong program. The combined County and City funding will help up to 27 eligible Pacifica small businesses receive up to \$10,000 each in grant funding.

Staff is also currently researching and in the process of developing additional programs designed to stimulate the local economy and ensure rapid recovery in the post-pandemic world. These initiatives include developing and implementing a Business Retention Program and establishing ongoing meetings with top businesses in each key business sector of the local economy; conducting a marketing study and gap analysis, and developing a longer-term enhanced marketing plan and strategy for the City; and exploring and implementing promotional opportunities for local businesses such as a Shop Local Gift Card program.

Staff will also update and revamp the City's Economic Development webpage, "Starting a Business Guide," and establish ongoing communication and information updates for local businesses.

In March 2021, the Economic Development Committee (EDC) launched a new program, Pacifica's "Beach Bites Bingo," to encourage increased use of local restaurants, coffee shops, and eateries by promoting local shopping and dining to support Pacifica's small businesses. The EDC is also working on numerous other initiatives to implement the three components of their workplan – promoting Pacifica to visitors, providing local business assistance and support, and promoting businesses to Pacifica residents to spend locally.

*Budget Notes:* Funding approved in the Economic Development Program for various initiatives, including for the Economic Development Committee, and specific ARPA funding



expenditures to be approved by the Council as specific economic recovery programs are implemented.

*Target Completion Date:* On-going

*Lead/Support Dept:* CMO (Economic Development)

Milestones:

- ✓ Complete the Beach Bites Bingo promotional opportunity;
  - ✓ By August 23, 2021, Council approval of \$150,000 in ARPA funding for small business assistance grants through the SMC Strong grant program;
  - By 2<sup>nd</sup> Quarter FY2021-22, complete Marketing Strategy, Gap Analysis & Develop the longer-term Marketing Plan and future promotional programs like “shop local,” etc.;
  - By 2<sup>nd</sup> Quarter FY 2021-22, develop Business Retention Program and regular meetings with top businesses in each key business sector;
  - By 3<sup>rd</sup> Quarter FY 2021-22, develop a five-year timeline of key Economic Development Priorities;
  - By 3<sup>rd</sup> Quarter FY 2021-22, initiate an update to the Economic Development webpage;
  - By 4<sup>th</sup> Quarter FY 2021-2, update “Starting a Business” Guide and develop ongoing communication channel for local businesses.
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