

**Goal Setting Workshop  
Agenda  
Saturday, January 26, 2013  
Pacifica Police Station**

- |       |  |
|-------|--|
| 9:30  | Call to Order, Process Overview                        |
| 9:45  | Questions from Pre-Workshop Staff Information          |
| 10:00 | Public Comment   |
| 10:30 | Challenges Facing Pacifica<br>What are the key issues? |
| 11:00 | Action Plan Modifications                              |
| 3:15  | Next Steps   |
| 3:30  | Adjourn  |

**City of Pacifica – Strategic Plan Tracking Tool**

**Vision Summary: *To maintain and enhance our open, sustainable community***

<b>Key Strategies</b>	<b>Initiatives</b>	<b>Projects/Tasks</b>	<b>Outcomes</b>	<b>Who</b>	<b>Priority</b>
<b>Financial Management: Revenue Generation &amp; Fiscal Integrity</b>	1 <i>Economic Development</i> , incl. business attraction & local support	1a Economic Development Plan, incl. staff resources, 1-Stop permitting, code enforcement, tourism & destination options, working w/ shop ctrs	1a Plan that provides objectives, strategies & timelines	1a CM	1a A
	2 <i>Maximizing Cost Recovery</i> , incl. fee structures & systems	2a Staff Analysis Report	2a Full analysis of activities, fee structures & ROI	2a Admin Svcs	2a A
	3 <i>Feasibility of Tax Increases</i>	3a	3a	3a	3a
	4 <i>Enhancing Council Leadership Capacity</i> , incl. partnerships, county roles & grant development	4a Council Member Cost Reimbursement Report	4a Policy & procedures for supporting council leadership roles	4a CM	4a A
	5 <i>Local Property Improvement Process</i>	5a Home Rehabilitation Process	5a Streamlined Process for home property improvements	5a Plan.	5a A
	6 <i>Ongoing Budget Management</i> , incl. cost effective operations and continue to find savings	6a	6a	6a	6a

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<b>Key Strategies</b>	<b>Initiatives</b>	<b>Projects/Tasks</b>	<b>Outcomes</b>	<b>Who</b>	<b>Priority</b>
<b>Community Values: Key Dynamics between City and It's People</b>	1 <i>Relationships with the General Community, incl. education &amp; communication</i>	1a Communications Plan, incl. key messages, formats & mediums	1a Plan that provides objectives, strategies & timelines	1a Sub Comm. of Council	1a A
	2 <i>Responsiveness to Demographic Trends incl. programs for retired citizens as well as kids and families</i>	2a	2a	2a	2a
	3 <i>Environmental Awareness &amp; Integration incl community priorities</i>	3a	3a	3a	3a
	4 <i>Jobs – Housing Balance, more people work &amp; live in city</i>	4a	4a	4a	4a
	5 <i>Community Image &amp; Appearance, maintaining an attractive city</i>	5a	5a	5a	5a
<b>Responsive Government: Positive Interface between City and It's People</b>	1 <i>Website Maintenance, ensuring accuracy &amp; timeliness</i>	1a	1a	1a	1a
	2 <i>Transparency in Local Government</i>	2a Meeting Management System	2a Installation & Implementation of paperless & accessible Council agenda system	2a City Clerk	2a A
	3 <i>Streamline the Planning/Development System</i>	3a	3a	3a	3a
	4 <i>Pacifica: A Desirable Place to Work, incl.</i>	4a	4a	4a	4a

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<b>Key Strategies</b>	<b>Initiatives</b>	<b>Projects/Tasks</b>	<b>Outcomes</b>	<b>Who</b>	<b>Priority</b>
	staff hiring & retention				
	5 <i>Public Forums</i> , expanding options for public input & awareness	5a	5a	5a	5a
<b>Infrastructure: Ensuring the Critical Services &amp; Support</b>	1 <i>Technology Enhancements</i> , focusing on effectiveness and efficiencies	1a	1a	1a	1a
	2 <i>Capital Improvements &amp; Preventive Maintenance</i> , incl. WWTP, streets & public buildings	2a	2a	2a	2a
	3 <i>Civic Service Center</i> , long-term goal of centralized facility	3a	3a	3a	3a
	4 <i>New Fire Stations</i> , incl. rebuild existing & one addition	4a	4a	4a	4a
<b>Public Safety: Ensuring Critical Services</b>	1 <i>Emergency Preparedness</i> , incl. maintaining for all natural disasters	1a	1a	1a	1a
	2 <i>Maintenance of Safety Standards</i> , incl. crime rates & response times	2a	2a	2a	2a
	3 <i>Technology Usage</i> , relative to 1 & 2 above	3a	3a	3a	3a

## City of Pacifica

**Department:**

**Administrative Services (Human Resources, Finance, MIS, Insurance)  
Ritzma**

**Name:**

**Ann**

### **Most Pressing Needs or Issues:**

Pacifica's most pressing need is financial stability. As a California city, Pacifica's financial stability is dependant on and subject to changes in County and State funding. Pacifica needs to continue to identify revenue that is protected from State and County control and to build a reserve to cover unexpected financial issues. Currently reserves are inadequate for a financial emergency and staffing levels are at, or below, minimum.

Long range goals and objectives need to be established that identify the necessary city services, determine the level of infrastructure and staffing and provide a healthy and sustainable organization.

Providing additional resources for finance would allow staff to respond with timely and accurate information for both internal and external customers. Providing financial analysis, internal checks and balances and training for the organization.

Human Resources needs to continue to have the resources to ensure that staff are qualified, trained, motivated, safe, able to perform the required job duties and that the City is in turn able to attract and retain employees and maintain positive labor relations.

Continued risk management programs need to be in place to evaluate and revise training, policies and procedures that reduce the City's exposure and potential liability for claims.

Information systems need to continually determine the ongoing organizational needs for technology, communications and web-based (remote) services and provide the resources for the hardware, software, training and development of the information infrastructure.

### **Top Two Goal Recommendations:**

**Determine the size and services of a healthy, dynamic organization that is financially sustainable (adequate revenue and reserves) and can effectively (timely) respond to the varying internal needs of the organization**

**Improve the resources for internal services that will allow more timely, professional and comprehensive support to the organization.**

**City of Pacifica  
Council Goal Setting Workshop  
January 16, 2013**

**Department: North County Fire Authority**

**Ron D. Myers, Fire Chief**

**Most Pressing Needs or Issues:**

- **Re-Establish 3<sup>rd</sup> Fire Station and Staffing**
- **Replacement of 2 Fire Stations**

**Top Two Goal Recommendations:**

- **Re-Establish 3<sup>rd</sup> Fire Station and Staffing within 10 years**
  - ✓ **Improve Distribution, Coverage and Concentration**
  - ✓ **Enhance Response Times – Hard Serve Areas & Demand**
  - ✓ **Increase Ability to Handle Simultaneous Emergencies**
  - ✓ **Change ISO Rating – Class 4 to Class 3**
  - ✓ **Maximize Fire Confinement Success Rate Goal**
  - ✓ **Reduce Emergency Incident Mitigation Times**
  - ✓ **Funding Strategies and Options**
- **Replacement of 2 Fire Stations within next 10 years**
  - ✓ **Earthquake Sustainability and Other Considerations**
  - ✓ **Separate Individual Sleeping and Space Areas**
  - ✓ **Update Plumbing, Heating, Ventilation, Lighting, etc.**
  - ✓ **Accessibility and Movement**
  - ✓ **Future Growth, Expansion and Augmented Staffing**
  - ✓ **Apparatus and Storage**
  - ✓ **Health and Safety Considerations**
  - ✓ **Administrative and Community Rooms**
  - ✓ **Funding Strategies and Options**

## COUNCIL GOAL SETTING 2013

### POLICE DEPARTMENT

#### MISSION STATEMENT:

**“It is the mission of the men and women of the Pacifica Police Department to protect and serve the members of the community with the highest level of commitment, ethics and professionalism.”**

#### GOALS AND OBJECTIVES FOR YEAR 2013:

- Continue to maintain a safe community for the citizens and visitors of Pacifica;
- Be proactive and responsive to any community needs or issues;
- Continue efforts to make the police department more transparent to the community;
- Host “Coffee with the Chief” community meetings four times a year throughout the community;
- Participate in “National Night Out” community program on Tuesday, August 6, 2013;
- Host annual Open House of police department to the community in May 2013;
- Continue with officers assigned to specific schools as resource officers;
- Obtain Tsunami ready status;
- Continue CERT program and provide community training and exercises. Currently have 101 members. Recruited 25 new members during 2012 and are in the process of scheduling training;
- Participate in Emergency Preparedness Golden Guardian Earthquake exercise on May 15, 2013;
- Participate in Emergency Preparedness Silver Dragon Exercise April 18, 2013;
- Participated in Emergency Preparedness Urban Shield 2012 held October 26-29, 2012;
- Applied for and awarded Selective Traffic Enforcement Program (STEP) Grant for \$30,000. \$15,000 for purchase of radar trailer. \$15,000 to provide personnel for DUI, Red Light, Excessive Speed and Intersection enforcement;
- Applied for Selective Traffic Enforcement Program (STEP) Grant in the amount of \$50,000 for FY 2013/14, which would be for DUI, Red Light, Excessive Speed and Intersection enforcement.
- Applied for and awarded 2012/13 Safe Tec DUI Mini Grant (OTS) for \$18,000 for DUI enforcement.
- Applied for 2013/14 Safe Tec DUI Mini Grant in the amount of \$18,000 for DUI checkpoints.
- Applied for ABC Grant funding for Coast <21 program for \$100,000, which has been funded. Allows for enforcement and education of alcohol violations by the nine collaborative law enforcement agencies. The grant allocates \$2,500 for the purchase of equipment, which will include four digital cameras;
- Anticipate applying for ABC Grant funding in the amount of \$100,000 for the Coast <21 program which would allow for the continued enforcement and education of alcohol violations.
- Continue to maintain a positive collaborative relationship with the Partnership for a Safe and Healthy Pacifica to enhance the choices our young people have and to encourage safe habits;
- Maintain oversight of Tobacco Program conducting two compliance checks during the course of the year;
- Coordinate with Department of Public Works for installation of two additional digital radar speed display signs within the community;
- Expand volunteer program to recruit quality citizens that can allow the department to continue to provide programs to the community that might not otherwise be possible;
- Continue to operate Police Reserve Beach Patrol;
- Developed holding cell training to meet State mandated requirements. Passed annual inspection by State and County departments.
- Work with all schools in Pacifica to review and update school safety plans.

## City of Pacifica

City Clerk's Office

Kathy O'Connell

### Most Pressing Needs or Issues:

**Managing our public meetings more efficiently while cutting costs and connecting with citizens.**

**By utilizing a meeting management software, the City Clerk's Office will be able to automate the entire public meeting process; from agenda preparation through the electronic workflow/approval process and compiling of minutes and ultimately public dissemination published and distributed via a web portal. This automated process will be effective for all commissions and boards of the City therefore reducing costs for paper, toner, scanning, collating and staff time resulting in greater efficiency.**

**This would include an automated searchable database for quicker records retrieval for staff and members of the public seeking to view public documents.**

### Top Two Goal Recommendations:

- **Implement this program to demonstrate a continued commitment to open government and improving public access through an enhanced website portal (Staff has installed and implemented the workflow software program with IQM2 for a paperless agenda process)**
- **Initiate the use of tablets for downloading the agenda and associated materials enabling council and staff to work towards a paperless agenda packet. (Tablets have been purchased and staff will coordinate training for councilmembers best estimate second week in February)**
- **Approval of Tablet Computer Use Policy for City Council Members and Electronic Communications and Data Devices Policy (Council approved this policy by resolution on 1/14/13)**