

BUSINESS OF THE COUNCIL OF THE CITY OF HALF MOON BAY

AGENDA REPORT

For meeting of: April 19, 2016

TO: Honorable Mayor and City Council

VIA: Magda Gonzalez, City Manager

FROM: Alex Khojikian, Deputy City Manager

TITLE: **STRATEGIC PLAN FOLLOW-UP**

RECOMMENDATION:

Approve the updated Strategic Plan, which includes Strategic Elements and corresponding initiatives.

FISCAL IMPACT:

There is no direct fiscal impact associated with this action. It is important to note that the Strategic Plan Elements and associated initiatives serve to align staff resources and annual operating and capital budgets, with current priorities.

BACKGROUND:

The City Council first adopted its Strategic Plan in March, 2013. That plan contained four key Strategic Elements and corresponding initiatives which are the key priorities for the City. In addition to helping guide staff work and budgets, the elements establish the framework for the City's short and long-term objectives and work plans.

The original Strategic Plan elements include a corresponding list of High, Medium, and Low priority projects, which were predominately capital projects. Since then, every six months staff has presented the implementation status of Strategic Plan-aligned projects to the City Council (most recently at the City Council retreat held on February 9, 2016). Additionally, on an annual basis the City Council has deliberated and added new projects, removed completed projects, and revised the priority level of projects. Through this iterative process, the City's Strategic Plan is a "living and breathing" document, and over the years it is incrementally transitioning and moving towards a true Strategic Plan.

At the February 9, 2016 City Council retreat, the Council also discussed the 2013 adopted elements and initiatives, and for the first time since 2013 identified changes and updates to the original four elements. The Council also added, eliminated, and refined initiatives as needed for new Strategic Plan priorities for 2016. After much discussion and with the help of a facilitator,

the Council established four updated elements and identified additional corresponding initiatives.

The four updated elements affirmed by the Council on February 9, 2016 are:

- Infrastructure and Environment
- Healthy Communities and Public Safety
- Fiscal Sustainability
- Inclusive Governance

Furthermore, at the February 9 retreat, Council requested an additional follow-up Strategic Planning session that would build from the retreat's discussions. In preparation for the follow-up Strategic Planning session, staff has incorporated the updated elements and initiatives and has provided additional detail in the Draft 2016 Updated City of Half Moon Bay Strategic Plan Document (Attachment 1).

Once the Draft 2016 Updated City of Half Moon Bay Strategic Plan Document is considered and affirmed by Council, staff will create operational objectives aligned with that document, to ensure that the City is working in the right direction in order to best meet the needs of the Half Moon Bay Community.

The updated strategic elements and corresponding initiatives are intended to provide the community with an understanding of how the City Council and the entire organization are working toward improving the community each and every day. It will assist staff with preparing budgets and the City's annual Capital Improvement Program with Strategic Plan-aligned projects. Additionally, the Strategic Elements will help with recruitment and retention efforts as it provides City staff and potential candidates with a clearer perspective on the City's vision and direction. The Strategic Plan will enable staff to better identify and develop internal operational systems and priorities needed to achieve the Council-established initiatives. Finally, it will also assist the City to more effectively collaborate and communicate with regional partners around the City's interest and goals which it is continually working to achieve.

Staff recommends that the City Council approve the updated Strategic Plan Elements and corresponding initiatives.

ATTACHMENT:

1. Draft 2016 City of Half Moon Bay Strategic Plan
2. February 9, 2016 City Council Retreat Report



The Half Moon Bay City Council holds an Annual Retreat, which serves as the launching point for the annual budget preparation process. At this year's Retreat, on February 9, 2016, the following Strategic Elements were discussed and updated:

- **Infrastructure and Environment**
- **Healthy Communities and Public Safety**
- **Fiscal Sustainability**
- **Inclusive Governance**

Adopted April 19, 2016

Based on the established Strategic Elements, the following Strategic Goals have been adopted by the City Council. These goals are intended to help guide the City's actions and work plans, and focus efforts on addressing the City's identified priorities.

Strategic Element: Infrastructure and Environment

Initiatives:

- Preserve, upgrade, and maintain existing City infrastructure to manage and make progress on the backlog created as a result of deferred maintenance
- Maintain functional and effective usage of City facilities; Sustain efforts to maintain the City as clean, inviting, accessible and aesthetically pleasing, throughout all segments of the community.
- Continue to build and enhance a more sustainable and resilient community by incorporating green and sustainable infrastructure projects and environmental conservation
- Utilize technology to maximize efficiency and productivity for improved City operations

Strategic Element: Healthy Communities and Public Safety

Initiatives:

- Foster opportunities for affordable housing for very low, low, moderate, and above moderate income households, including entry level housing, shared housing, etc.
- Enhance safety for pedestrians, bicyclist, and motorists through a "complete streets" approach
- Promote the health and well-being of children, youth, families, and adults of all ages and abilities
- Promote a sustainable, comprehensive, and forward looking environmentally/green conscious community
- Prepare City staff and community members for inevitable natural disasters and other emergencies
Provide comprehensive and innovative law enforcement services to reduce crime and the fear of crime; Inform and educate the community around crime prevention and awareness

Strategic Element: Fiscal Sustainability

Initiatives:

- Practice sound and responsible financial management, while providing fiscally sustainable government services that address the needs of the community
- Support and sustain a business environment that contributes to economic prosperity and revenue generation, and improves the economic well-being of the community
- Promote a balanced economic development approach that retains, attracts, and supports businesses Citywide for a strong, stable, complementary, and diverse business environment, including tourism, coastal resources, conservation, and farmland cultivation

Strategic Element: Inclusive Governance

Initiatives:

- Manage the operations of the City as an engaged, collaborative, and responsive team of professionals who provide services in an effective, accountable, and inclusive manner
- Emphasize a high level of community engagement through public outreach and building mutually beneficial, innovative, collaborative community partnerships throughout the City
- Provide organizational development that invests in staff leadership skills development and other human resources, to attract, develop, support, and retain a highly qualified, valued, and diverse municipal workforce
- Maintain accuracy, consistency, and frequency in the City's public communications, and increase Half Moon Bay's efforts to build credibility and mutual trust with the community
- Provide and manage a repository of City records that is easily accessible to the general public
- Promote diversity by improving knowledge of and accessibility to City services among the Latino community with emphasis on bilingual access and inclusiveness and civic participation
- Continue and enhance transparency and accountability with community members, providing easy access to information, helpful and informed staff, and meaningful opportunities to participate in the City's decision-making processes and other municipal and community activities