

CITY COUNCIL AGENDA REPORT

June 4, 2024
City Manager**TITLE: RECEIVE AN UPDATE ON THE FIRST YEAR OF IMPLEMENTATION OF THE FIVE-YEAR CITYWIDE STRATEGIC PLAN****SUMMARY**

On October 3, 2023, the City Council approved Pleasanton's first five-year citywide strategic plan, ONE Pleasanton. The strategic plan is a policy document that defines the City's vision, mission and values and identifies citywide goals, strategies, and implementation actions over the five years from 2023 through 2028. Since approval, staff has developed an implementation plan that ties the goals and strategies in the plan to actionable projects and resources. The implementation plan was then used to inform departmental work plans that outline specific objectives and tasks for each City department to advance strategic plan goals in the current fiscal year (FY). This report updates the City Council and the community on the progress during FY 2023-2024 toward completing these implementation actions and advancing the ONE Pleasanton strategic plan goals. The report also shares a look forward to the upcoming projects and priorities for the next fiscal year (FY 2024/25).

RECOMMENDATION

Receive an Update on the First Year of Implementation of the Five-year Citywide Strategic Plan

BACKGROUND

Between February and August 2023, the City completed internal engagement with the City Council and staff and external engagement with the community to develop its first five-year citywide strategic plan.

Internal engagement ensures the strategic plan reflects the priorities and vision of Pleasanton's policymakers and the City organization. This engagement included individual interviews with the City Council, surveys, questionnaires, and meetings with City staff at every level. Community engagement occurred through focus groups, an open house, pop-up events at the farmers' market, and a statistically valid citywide community survey, with results presented to the City Council. City staff also met with each City committee and commission to share an update on the community input and strategic planning process. In August 2023, the City Council and the public provided input at a public workshop, at which the City Council selected four top-priority strategies for focused attention in the initial two years of the plan. The City Council approved the final ONE Pleasanton strategic plan in October 2023. The plan is available at: <https://www.cityofpleasantonca.gov/our-government/city-manager/strategic-plan/>

The five-year citywide strategic plan defines five key goals:

1. **Funding Our Future:** Fiscal Sustainability
2. **Optimizing Our Organization:** Organizational Effectiveness

3. **Investing in Our Environment:** Infrastructure, Public Facilities, and Sustainability
4. **Safeguarding Our City:** Public Safety and Emergency Preparedness
5. **Building a Community Where Everyone Belongs:** Livability and Community Development.

Each multi-year goal is achieved through associated strategies outlined in the plan. From November 2023 through January 2024, after the citywide strategic plan was approved, staff from every City department worked together to develop an Implementation Plan. This plan identifies specific projects to advance the identified strategies under each of the five goals and proposes a timeline for delivery that considers budget and other resources.

This process identified 29 of the 47 total strategies to be started in the first two fiscal years of the strategic plan implementation (FY 2023/24 and FY 2024/25). The projects in the Implementation Plan were incorporated into annual departmental work plans which outline the specific tasks and objectives for each department to achieve the strategic goals. The City Council agenda report template was also updated to include a new section which specifies how each item presented for City Council review and action advances the goals in the ONE Pleasanton Strategic Plan.

DISCUSSION

This report shares the progress toward implementation of those strategies identified for FY 2023/24, as well as identifies the planned tasks to continue to advance these strategies into FY 2024/25. A full dashboard report showing progress across all 47 strategies in the ONE Pleasanton Strategic Plan, with a status value (Not Started, On Track, Delayed or Completed) is included as Attachment 1.

City Council Priority Strategies

As part of the strategic plan development process, the City Council unanimously identified four key strategies for prioritization in the first two years of implementation. All four (100 percent) of these priority strategies are On Track. Progress toward implementation of those four strategies is described below.

1. Funding Our Future A.1. Develop a long-term strategy for funding operations and maintenance needs of community-owned facilities and infrastructure. This strategy is on track, with significant progress made in FY 2023/24. Key implementation tasks completed this fiscal year include:

- Updated the City's long term financial forecast model and educated the community about financial forecasting and the budget process. This information was presented to the City Council at its meeting on March 19, 2024.
- Initiated a fee study to evaluate fees citywide, including a study of development impact fees.
- Begin development of the Asset Management Plan.
- Developed and implemented a strategic initiative to explore the feasibility of a local sales tax revenue measure.

Implementation tasks prioritized for FY 2024/25 include continuing development of the Asset

Management Plan with projected completion in 2026; presenting the sales tax revenue measure to the City Council in June and July 2024 for consideration and potential placement on the November 2024 ballot; and identifying funding sources to initiate future master plans.

2. Investing in Our Environment C.2. Develop an Asset Management Plan to address comprehensive long-term planning for maintenance, renovation, repair and/or replacement of infrastructure and public facilities. This strategy is on track. In May 2024, the City engaged a vendor, Kayuga Solutions, and held a kick-off meeting to begin to gather data from all City departments to develop a full inventory of the City's current assets. The project will be implemented in three phases, with the City Council approving the first two phases on April 16, 2024:

- Phase 1 - Assess current City assets
- Phase 2 - Integrate citywide software and prioritize maintenance risks
- Phase 3 - Life-cycle planning.

Phase 1 and Phase 2 are expected to be completed in 18 months by late 2025; the entire project is expected to be completed in 2026.

3. Investing in Our Environment C.3 Identify funding and implement the recommendations from the Water Supply Alternative Study to resolve PFAS water quality issues. The City's top priority is to ensure drinking water public health and safety standards are met for all Pleasanton residents and businesses. This priority is reflected in strategy C.3. which is on track, with efforts underway since prior to approval of the strategic plan in 2023.

Significant tasks and milestones completed to advance this strategic goal include:

- Completed analysis and selection of a water supply alternative project to construct two new groundwater wells located outside the PFAS contamination area. Construction of the two new wells is expected to cost approximately \$25 million and take three to four years to complete, with the potential of a partnership with Zone 7 underway.
- Implemented phase one of a water rate increase to sustain utility operations.
- Designed, awarded, and constructed several critical near-term water improvement projects, including receiving an AA bond rating and issuance to support debt needed to construct improvements.

Staff will present a final Water System Management Plan to the City Council in late 2024 that will establish water program goals and performance metrics, recommend improvements to operations and maintenance of the water system, and develop standard operating procedures. Updates to water system connection fees, which have not been updated since the 1980s, will be considered in 2024, as well.

4. Safeguarding Our City D.1. Assess the City's overall emergency preparedness capabilities, resources, and tools and implement changes as needed to ensure the City is properly positioned to respond to disasters. Work on this priority strategy has been underway since early 2023, with significant progress made since the strategic plan was

approved. Staff compiled an inventory and updated/refreshed all emergency supplies, including Emergency Operations Center (EOC) organizational charts and checklists, food and water, and technology and communication devices.

Staff also reviewed the City's current Emergency Operations Plan (EOP), which details how the City will mobilize and respond during a disaster, to identify critical updates needed to reflect current conditions and requirements and is in the process of engaging a consultant to update the EOP. The City also continued to implement the Community Emergency Response Team (CERT) training program to enhance community preparedness and launched a citywide internal comprehensive Disaster Academy training program to train staff on their role in the EOC and as Disaster Service Workers. Goals for FY 2024/25 will include continuing to roll out training for all City staff, completing the EOP update, and continuing to engage external stakeholders and partner agencies (i.e., neighboring cities, schools, hospitals, hotels, etc.) to strengthen regional preparedness.

Other Year 1 and Year 2 Strategies

In addition to the four City Council-identified priority strategies outlined above, 25 additional strategies were identified for advancement in the first year of the strategic plan, for a total of 29 strategies moving forward in FY 2023/24. The remaining 18 of the 47 total strategies were evaluated by staff and scheduled to begin implementation in future years of the strategic planning period.

Overall, the majority of Year 1 of ONE strategic plan implementation focused on obtaining approval of the plan (October 2023), developing the implementation plan (January 2024) and departmental work plans (February 2024), and beginning implementation of key priority projects that may take one or more years to implement. In addition to the four City Council-identified priority strategies discussed above, staff focused during the first implementation year on advancing the City's fiscal sustainability goals. As of the date of this report, eight of the nine strategies under Goal A. Funding Our Future are underway and on track, with one strategy scheduled to begin implementation in FY 2025/26.

Of the 47 strategies in the ONE Pleasanton strategic plan:

- 3 (6 percent) have been completed.
- 23 (49 percent) are on track, meaning that work is underway and progressing toward completion according to schedule.
- 3 (6 percent) have been delayed, frequently due to lack of available budget or other resources to complete implementation tasks.
- 18 (39 percent) have not started, generally because they were not scheduled to begin implementation in the first two years of the strategic plan.

A full list of all 47 strategies with implementation status is provided as Attachment 1. An online interactive dashboard to share quarterly updates on strategic plan progress is scheduled to launch in late summer/fall 2024.

EQUITY AND SUSTAINABILITY

The ONE Pleasanton strategic plan includes a number of strategies focused on advancing equity and sustainability that are discussed in this report, including strategies about

implementing the Climate Action Plan (CAP) and Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan, improving communication and community engagement opportunities, implementing the Housing Element and developing a plan to end homelessness, improving accessibility and livability, increasing access to human services grants and developing affordable housing.

OUTREACH

No community outreach was conducted, as this report shares internal data on work by City departments to implement the citywide strategic plan. Every City department provided input to inform this strategic plan update report.

STRATEGIC PLAN ALIGNMENT

This report shares updates on the first year of implementation of the strategic plan.

FISCAL IMPACT

This is an update only; there is no fiscal impact from receiving this update. Specific projects identified in the implementation plan are presented to the City Council for consideration as part of the City's regular two-year budget process.

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Attachments:

1. Attachment 1 Strategic Plan Year 1 Implementation Update