GOALS AND OBJECTIVES

Costa Mesa

21/24

MISSION STATEMENT

The City of Costa Mesa serves our residents, businesses, and visitors while promoting a safe, inclusive, and vibrant community.

CORE VALUES

Integrity
Sustainability
Compassion
Innovation
Inclusion
Collaboration

COSTA MESA CITY COUNCIL

Front Row: Council Member Arlis Reynolds, Mayor John Stephens,
Mayor Pro Tem Andrea Marr
Second Row: Council Member Don Harper, Council Member Loren Gameros,
Council Member Jeffrey Harlan, Council Member Manuel Chavez

Costa Mesa

Strategic planning establishes goals and objectives that highlight the key priorities for the City. In 2021, the City conducted two Strategic Planning sessions. Based on these sessions, the City Council adopted Three-Year Goals and Six-Months Objectives, as well as the City's first-ever Mission Statement and Core Values.

3-YEAR GOALS

☑ Recruit and Retain High Quality Staff

☑ Achieve Long-Term Fiscal Sustainability

☑ Strengthen the Public's Safety and Improve the Quality of Life

☑ Diversify, Stabilize, and Increase Housing to Reflect Community Needs

☑ Maintain and Enhance the City's Facilities, Technology, and Equipment

☑ Advance Environmental Sustainability and Climate Resiliency

Recruit and Retain High Quality Staff

- Develop recommendations for City Council consideration regarding increased staffing to address critical needs.

- Develop a framework for a market analysis of employee compensation for hard-to-fill positions and present the results to the City Manager.

- Issue a Request for Proposal for a consultant who will identify opportunities to innovate and modernize recruitment, hiring and retention through succession and talent management planning.

- Develop a framework for a robust training, mentorship and leadership development program and present the results to the City Manager.

- Initiate the process to map and evaluate the employee recruitment process to innovate and modernize recruitment and commence development of the succession plan and present to the City Manager.

- Present to the City Council for consideration the first phase of hard-to-fill positions requiring a market adjustment based on current data.

- Perform a market analysis of City Council compensation for comparable agencies and special districts within the county and report results to the City Manager.

- Launch the Costa Mesa University Wellness, Leadership, Training and Mentorship Program for all city employees.

- Develop HR staffing recommendations for inclusion in the mid-year budget to be presented to the City Council for consideration.

- Update and begin implementation of the online employee onboarding, training and evaluation processes by updating the NeoGov System.

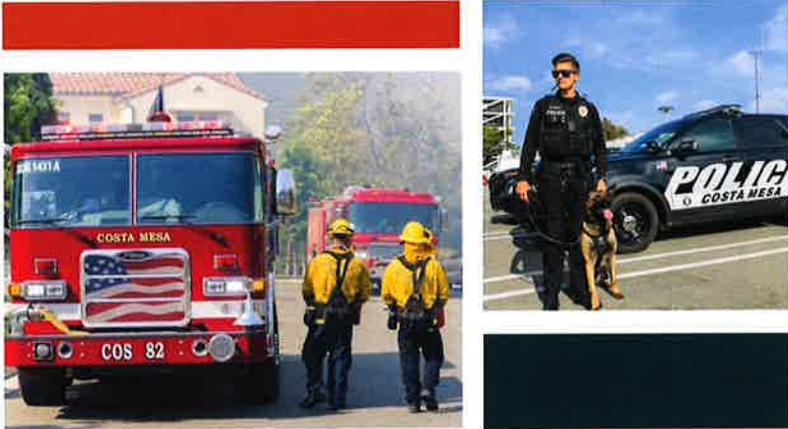# Achieve Long-Term Fiscal Sustainability

- Develop and define a quarterly report format, including financial metrics, to improve fiscal transparency and report to the City Council and FIPAC.

- Secure a consultant for the Economic Development Strategic Plan.

- Procure and implement an upgrade of the public safety systems, subject to Dept. of Justice approval, and citywide database servers.

- Provide an update to the City Council regarding the state of retail cannabis implementation, including revised revenue projections.

- Present the Measure Q cannabis permitting fees, ordinance, procedures, and staffing to City Council for action.

- Develop the scope of work for the Economic Development planning consulting contract and present to the City Council.

- Develop and define a quarterly reporting format, including financial metrics, to improve fiscal transparency and report to the City Council and FIPAC.

Strengthen the Public's Safety and Improve the Quality of Life

- Provide updates to the City Council regarding management of the COVID pandemic, including management of COVID vaccinations.

- Establish a community communication and engagement plan to support health and safety initiatives.

- Develop approaches to mitigate collisions and injuries on roadways, including providing 3-5 options for City Council direction.

- Develop a plan for expanding our community policing and report to the City Council with a timeframe for implementation.

- Enhance the Communications and Engagement Plan to support the public's health, safety and quality of life and present results to the City Manager.

- Present a plan to reduce collisions and injuries on roadways, including providing 3-5 options for City Council direction.

- Engage the community to obtain feedback on the community's sense of safety and well-being and present results to the City Council

- Update the City Council on the Open Space Master Plan, with a focus on access to parks.

- Present options to the City Council for a behavioral health response model.

- Identify, develop and implement a measurement tool(s) to determine the effectiveness of the City's communications and public engagement with all segments of the community.
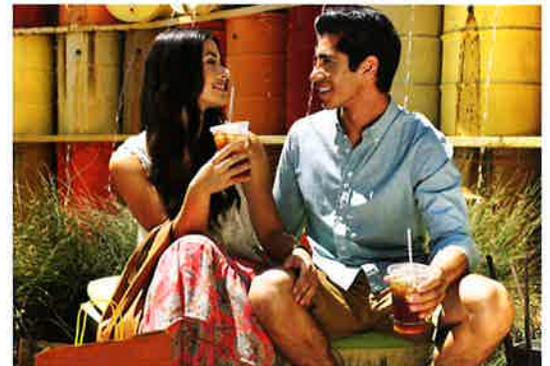
Diversify, Stabilize and Increase Housing to Reflect Community Needs

- Complete resource planning to implement longer-term programs such as ADU's, STR's, and HOME funds and present the results to the City Manager.

- Evaluate and identify short-term and long-term staffing needs to assist with core Development Services Department programs.

- Complete a Public Review Draft Housing Element and present to the City Council.

- Present a Development Program to the City Council for senior housing at the Senior Center site.

- Present to the City Council opportunity sites for potential motel conversions with site control options.

- Present to the City Council for action necessary code amendments to address SB 8, 9, and 10.

- Initiate and convene a Citizens Advisory Group to discuss Measure Y and Housing Element compliance.

- Present to the City Council for action the Housing Element.

- Present to the Planning Commission a draft Inclusionary Housing Ordinance.

- Initiate a draft STR Ordinance and an evaluation of program implementation options.

- Present to the City Council for consideration a development plan and land use documentation for affordable housing at the Senior Center.

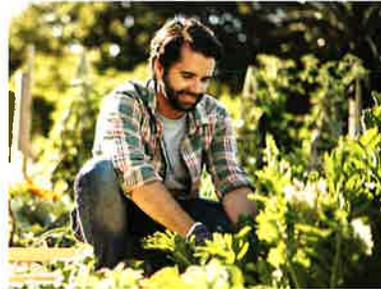# Maintain and Enhance the City's Facilities, Equipment and Technology

- Provide an update to the City Council on the Culture and Arts Master Plan.

- Provide an update to the City Council on the Open Space Master Plan.

- Implement IT backup system, refresh Wi-Fi, and IT room chiller upgrade.

- Present the Pedestrian Master Plan Update, including results from Community Outreach and walk audits.

- Develop long-range facility and equipment needs assessment and report the results to the City Manager.

- Provide an update to the City Council on the development of Community Center, Shalimar Park and Ketchum-Libolt Park improvements and other strategies to increase park access.

- Review the Community Workforce Agreement and present to the City Manager for future City Council action.

Advance Environmental Sustainability and Climate Resiliency

- Present the Pedestrian Master Plan update to the City Council for direction.

- Develop a scope of work for the Climate Action and Adaptation Plan and present to the City Council for action.

- Provide an update of the Stormwater Management Master Plan to the City Council.

- Re-evaluate the existing Municipal Sustainable Policy, including landscape, organic waste and infrastructure planning and present the results to the City Council for action.

LEADERSHIP TEAM

Front Row: Assistant City Manager Susan Price, City Manager Lori Ann Farrell Harrison, City Attorney Kimberly Barlow
Second Row: Finance Director Carol Molina, Development and Economic Services Director Jennifer Le, Public Services Director Raja Sethuraman
Third Row: Parks and Community Services Director Jason Minter, Chief of Police Ron Lawerence, Chief of Fire and Rescue Dan Stefano, Information Technology Director Steve Ely

Costa Mesa

After the City Council adopts the City's Three-Year Goals and Six-Months Objectives, the leadership team works diligently to ensure that each objective is achieved. The progress for each Six-Month Objective is reported on a monthly basis to the City Council.

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