

# CITY OF REDONDO BEACH STRATEGIC PLAN

## THREE YEAR GOALS

### 6 MONTH OBJECTIVES

September 2024 – April 2025

CM= City Manager   ATCM=Assistant to City Manager   CD=Community Development   CS=Community Services   FD=Fire Department   FS=Financial Services   HR=Human Resources   IT=Information Technology   LIB=Library  
 PD=Police Department   PW=Public Works   WED=Waterfront and Economic Development   CA=City Attorney   CC=City Clerk   CT=City Treasurer

<b>GOAL 1: <i>Modernize the City's Technology and Systems</i></b>						
WHEN	WHO	OBJECTIVES	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By March 1, 2025	CC & IT	<b>Digital Records Enhancement:</b> Work with Departments to determine the records that can be digitized in order to improve operations, meet retention requirements, develop a plan to digitize the records, make them more easily accessible to the public, and provide a progress report to the City Council.			X	<i>The City Clerk will meet with the Departments during the summer and report to the City Council in September.</i>
2. By January 1, 2025	IT & PW	<b>Pallet Shelter WiFi:</b> Develop a plan to provide public WiFi at the pallet shelter.	X			<i>Planning is complete and power for the equipment has been connected to the site. The equipment is scheduled to be installed in May of 2025.</i>
3. By February 1, 2025	IT & ATCM	<b>Increase Online Services:</b> Inventory City processes by Department and develop a plan to prioritize and implement new digital/online processes to improve the functionality of the City website and enhance service delivery, including a system for Planning and Engineering Permits.	X			<i>The iWorq project is now live.</i>
Future	CC, IT & ATCM	<b>Agenda Management System and Agenda Forecast:</b> Continue implementation of the new Agenda Management System and work to create an Agenda Forecast report.		X		<i>Upgrades to the City's streaming infrastructure were completed in February. Implementation of the City's new Agenda Management platform began in April, 2025 and is scheduled to be complete in December 2025.</i>
Future	CC & IT	<b>PRA Software:</b> Research software options to improve the workflow for public records act requests.		X		<i>Research is complete and a draft RFP for PRA software has been shared with stakeholders. The City Clerk will issue the RFP after the Granicus Agenda</i>

						<i>management update is complete.</i>
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## GOAL 2: *Vitalize Commercial Areas of the City*

WHEN	WHO	OBJECTIVES	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By March 1, 2025	CD	<b>AACAP Implementation - Rooftop Dining, Lot Merger Incentives, and new Signage Standards:</b> Provide a report to the City Council on the process to study and consider implementing rooftop dining, lot merger incentives that would encourage property reinvestment/revitalization, and options to enhance the quality of business signage along the boulevards.			X	<b>Discussion on the rooftop dining standards for AACAP will occur as part of the Phase II General Plan Update process. The initial General Plan Update Phase 2 discussion is scheduled for June/July 2025.</b>
2. By November 1, 2024	CD	<b>Artesia FAR Increase:</b> Prepare an Environmental Impact Report addressing the impacts of expanding the Artesia/Aviation Corridor FAR from 0.6 to 1.5 in conjunction with the General Plan Update and Zoning Revisions and present the findings to the City Council.			X	Discussion on the rooftop dining standards for AACAP will occur as part of the Phase II General Plan Update process. The initial General Plan Update Phase 2 discussion is scheduled for June/July 2025.
3. By April 1, 2025	CD	<b>Artesia/Aviation Parking Regulation Update:</b> Provide a report to the City Council detailing the impact the changes made to Artesia Blvd parking regulations are having on business reinvestment in the area and share the results with the newly created Economic Development Working Group.			X	<b>This objective will be completed by the working group in conjunction with the members of the Mayor and City Council Economic Development Subcommittee.</b>
4. By April 1, 2025	CS, WED & PW	<b>Public Art and Branding on Artesia:</b> Provide a report to the City Council on public art procurement and branding efforts on Artesia Blvd.			X	<b>Staff received input from the Cultural Arts Commission on the preferred consultant, conducted interviews, and has prepared a draft contract for the preferred consultant. The contract is expected to be presented to the City Council for consideration of approval on May 6, 2025.</b>
5. By December 1, 2024	CS & ATCM	<b>Cannabis Permit Selection Process:</b> Finalize the City's Ordinance for the process to select cannabis retail licenses and regulate cannabis business operations.	X			The Ordinances were adopted by Council on March 11, 2025.
6. By November 1, 2024	CD	<b>General Plan Update:</b> Complete review of the EIR for the proposed General Plan updates and consider the Ordinances for implementation of the City's Housing Element.	X			The City Council certified the EIR and adopted the resolutions and ordinances needed to implement the Housing Element in early November 2024.
7. By February 1, 2025	WED	<b>Harbor, Pier Leasing Strategy:</b> Develop a leasing strategy for critical commercial properties in the Harbor and Pier area.			X	City staff plans to prepare an item regarding priority lease marketing sites as part of a May/June 2025 Closed Session agenda.

8.	By January 1, 2025	WED & PW	<b>International Boardwalk Restaurant Venting Improvements:</b> Provide a report to the City Council on the status of kitchen venting equipment along the International Boardwalk and strategies to reduce associated impacts.	X			The new vents were installed on December 5, 2024.
9.	By April 1, 2025	WED, CD & CM	<b>Attracting New Businesses to the City:</b> Present the City Council with options to stimulate interest from businesses to locate and invest in Redondo Beach. Convene an Economic Development Working Group to help recruit/retain businesses and assist staff in identifying and analyzing conditions/regulations/processes that exist in the City that may impede business reinvestment.			X	<i>City staff has created an internal Economic Development Working Group to help identify impediments to business investment and to begin identifying possible businesses/community members that could be added to the group to assist the effort. The group consists of staff from WED, CD, PW, and CMO. Additionally, staff prepared an administrative report on April 1 for the City Council to consider forming a Mayor and City Council Subcommittee to support the group. The City Council supported the idea and is scheduled to select the committee members on April 15, 2025.</i>
10.	By April 1, 2025	WED & CD	<b>Marina Parking Standards Update:</b> Identify the process and cost to consider adjusting the Local Coastal Program requirements for marina parking.			X	<i>Staff recommends Council consider moving this item to the next strategic planning period.</i>
11.	By March 1, 2025	PW & WED	<b>Pier Plaza Parking Upper Deck Structural Analysis:</b> Provide the City Council with a Budget Response Report (BRR) on the cost to conduct an in-depth structural analysis of the Pier Parking Structure's upper deck.	X			A BRR was included during the Mid-Year Budget review on February 18, 2025
12.	By March 1, 2025	CD & WED	<b>PCH Corridor Area Plan:</b> Provide the City Council with a BRR on the cost and process to create a PCH Corridor Area Plan.			X	<i>The BRR will be presented to the City Council in June.</i>
13.	By January 1, 2025	WED	<b>Review Lease Options for the Waterfront Property that formerly housed the Gold's Gym:</b> Agendize a Closed Session item to discuss lease options associated with the former Gold's Gym site.			X	<i>Staff will agendize a closed session item to discuss the options in May 2025.</i>
14.	By April 1, 2025	WED	<b>Business Concierge Program:</b> Provide the City Council with an update on the impacts of the Business Concierge Program.	X			Staff presented a Discussion Item to the City Council on April 1, 2025.
	Future	PW	<b>Riviera Village Outdoor Dining Parklets and Village Parking Improvements:</b> Using Metro provided grant funds, design sidewalk/right-of-way/parking improvements that would allow for the implementation of long-term outdoor dining in Riviera Village.		X		<i>Staff is developing an RFP to include planning/technical studies and design services for Catalina Ave. improvements and a potential parking structure at the Riviera Village triangle.</i>
	Future	CD	<b>Temporary Use Permits:</b> Review the active TUP's in the City and provide a report on the conditions associated with the permits and their anticipated longevity.			X	<i>Staff has engaged with the California Coastal Commission and is developing a program to</i>

						<i>permanently allow outdoor dining in specific areas. A report outlining the permitting process and status of the TUPs will be brought to the City Council in August 2025.</i>
Future	FS, ATCM & CA	<b>Business License Code Review:</b> Evaluate the City's Business License Ordinance and make recommendations to update business descriptions/definitions and fees.		X		

### GOAL 3: *Increase Environmental Sustainability*

WHEN	WHO	OBJECTIVES	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By February 1, 2025	PW & CD	<b>Native Planting and Pollinator Requirements:</b> Provide a report to the City Council on options to implement native plant and pollinator requirements in the City and present the feedback provided by the Public Works and Sustainability Commission on the subject.	X			The item was presented to the City Council on March 11, 2025.
2. By February 1, 2025	PW	<b>Stormwater Capture:</b> Provide a report to the City Council on the status of the City's stormwater capture policies and projects.	X			Stormwater Capture options will be included as part of the General Plan Update in the Open Space and Conservation Element.
3. By March 1, 2025	PW & CS	<b>Wylie Sump Renaming:</b> Provide a report to the City Council on the process to consider renaming Wylie Sump to the Wiley Nature Preserve and engage the Friends of Wylie Sump and the South Bay Parkland Conservancy to develop an MOU(s) for restoration/maintenance of the facility.			X	<b>A Draft MOU is currently being reviewed by staff. Additionally, staff are researching the O&amp;M of the existing flood control facility. A Quitclaim Deed was filed in 2000 between the LAFCD District and the City, transferring all county rights, title, and interest of an easement for a retention and absorption basin, along with related structures, to the City. Staff is targeting the June 3, 2025 meeting for presentation of the MOU to Council.</b>
4. By April 1, 2025	LIB & CS	<b>Develop Experiences to Engage the City's Historic Resources:</b> Inventory the City's historical resources and landmark signs and work with the Public Amenities Commission and community members to create audio content for self-guided walking tours highlighting these resources.			X	<b>Staff is working on implementing additional Path of History markers (landmark signs). The Public Amenities Commission formed a "Bringing History to the Community" committee which is working with staff on creating programs and promotions that develop experiences to engage the City's historic resources.</b>
5. By April 1, 2025	CD & CA	<b>Preservation Ordinance and Historic Resources Survey:</b> Provide a report to the City Council on possible updates to the City's Historic Preservation Ordinance and prepare a contract for completion of a Historic Resources Survey.			X	<b>A policy discussion on the Historic Preservation Program and pending Historic Survey will be considered as part of the Phase II General Plan Update, which is scheduled for initial discussion in June/July, 2025.</b>

## GOAL 4: *Invest in the City's Infrastructure*

WHEN	WHO	OBJECTIVES	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By January 1, 2025	PW	<b>Renovations and/or Replacement of City Buildings:</b> Depending on the outcome of Measure FP, provide a report to the City Council on the process/timeline to issue GO bonds and begin the design of new public safety facilities			X	<b>A Reimbursement Resolution and an agreement with a Municipal Advisor was approved by City Council on 03/18/2025.</b>  <b>An RFP for an Owner's Representative / Bond Program Manager was put out to market in March. The City received 11 proposals from interested firms. The staff evaluation committee is currently assessing the proposals.</b>
2. On October 15, 2024	WED & PW	<b>Seaside Lagoon:</b> Present the recommended Seaside Lagoon design, cost, and construction phasing schedule for consideration of City Council approval.	X			The Seaside Lagoon design, cost, and phasing plan was presented to City Council (and approved) on October 15, 2024.
3. By January 1, 2025	CS	<b>Veterans Park Library Concessionaire:</b> Identify the facility improvements needed to reopen the Veteran's Park Library Building and finalize the terms of the proposed concessionaire agreement.			X	<b>Terms of the contract with Made by Meg, the selected concessionaire, were discussed in Closed Session on March 18, 2025. Negotiations with MbM are ongoing. The item is expected to return to the Closed Session agenda on May 6, 2025.</b>
4. By April 1, 2025	WED	<b>Boat Launch Pre-Design:</b> Complete the engineering studies needed to design the new public boat launch and present the results to the City Council for review.			X	<b>Studies have been submitted to City staff by the consultant. Staff from PW, CD, and WED have provided comments on the draft studies and the consultant is making necessary adjustments. Staff anticipates sharing the results of the studies in May/June.</b>
5. By March 1, 2025	PW	<b>Street Sign and Traffic Pole Inventory:</b> Prepare a BRR that provides an inventory of the City's street signs and traffic poles and includes funding estimates to systematically replace the signs and poles throughout the City.	X			A BRR was presented to Council on February 18, 2025 detailing the costs associated with this effort.

6.	By March 1, 2025	PW	<b>Street Rehabilitation:</b> Prepare a BRR that identifies the City streets that require major reconstruction and provides cost estimates and funding options for their repair.	X			A BRR was presented to Council on February 18, 2025.
7.	By March 1, 2025	WED & PW	<b>Waterfront Infrastructure Repair Costs:</b> Prepare a BRR on the estimated cost to repair critical public infrastructure in the waterfront including the beach pedestrian path, the storm drain outfall facilities south of Topaz, and the sea walls in King Harbor.	X			A BRR was presented to Council on February 18, 2025 for consideration
8.	By December 1, 2024	CD	<b>Development Impact Fees:</b> Research the cost to conduct a Development Impact Fee Study.	X			<i>The fee study contract has been approved. Work on the fee study has begun and the final report will be presented to the City Council in Summer 2025.</i>
Future		PW & WED	<b>Climate Resiliency Plan:</b> Pursue grant funding and procure an engineering firm to prepare a climate resiliency plan.		X		<i>On February 20, 2025, staff submitted a grant application to the CA Coastal Commission seeking \$500,000 to fund the creation of a Climate Resiliency Plan. A decision by the Coastal Commission is expected by May 31, 2025.</i>
Future		WED	<b>Waterfront Education Center:</b> Discussion on the conceptual plan associated with the Waterfront Education Center, including potential partners and opportunities for plan implementation.		X		<i>The item has appeared on closed session agendas on January 14, 2025 and February 18, 2025. Discussions with the Marine Mammal Care Center are ongoing and staff anticipates returning to closed session in May/June 2025.</i>



## GOAL 5: *Maintain a High Level of Public Safety*

WHEN	WHO	OBJECTIVES	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By January 1, 2025	WED & FD	<b>Comparative Analysis of Harbor Models:</b> Present a report to the City Council comparing the City's harbor/marine management operating model/organizational structure to others.			X	<i>Staff has conducted research of harbor staffing models utilized in other jurisdictions. The information will be used to inform future Budget considerations and be presented accordingly.</i>
2. By February 1, 2025	CA, FD & PD	<b>Mental Health Response:</b> Present a report to the City Council on the City's efforts to utilize grant funding to hire a mental health clinician to provide targeted response to mental health-related incidents in the City.			X	CA's Office plans to present this item to Council on May 6, 2025.
3. By April 1, 2025	PW & PD	<b>Shooting Range Replacement:</b> Complete the studies/design work needed to prepare the federal grant application for funding to replace the City's Police Shooting Range and engage appropriate outside/partnership agencies.		X		<i>The City's grant writing consultant has prepared a draft application. Meetings with representatives from the Space/Air Force and other Federal agencies are ongoing.</i>
4. By February 1, 2025	FD & HR	<b>Recruit and Hire an Emergency Preparedness Coordinator:</b> Prepare a job specification for the Emergency Preparedness Coordinator position.			X	<i>Job specifications that address emergency preparedness duties are being evaluated/drafted.</i>

## GOAL 6: Enhance the Delivery of City Services

WHEN	WHO	OBJECTIVES	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By December 1, 2024	ATCM, CA & CC	<b>Code of Conduct:</b> Update the Code of Conduct Policy for City Council and Commissioners per Council direction and present the revised policy to City Council for consideration of approval.			X	<i>This item was presented to City Council on April 1, 2025. Mayor Light volunteered to prepare an updated draft for Council consideration.</i>
2. By March 1, 2025	CS	<b>Redondo Beach Performing Arts Center:</b> Provide a report to the City Council on the status of RBPAC operations and ways to maximize facility revenue.	X			<i>This item was presented to City Council on April 1, 2025.</i>
3. By February 1, 2025	CS & PW	<b>Memorial Bench/Plaque Program:</b> Explore options to expand the City's memorial bench/plaque program including alternative commemorative opportunities (including plaques and artwork) along the Esplanade.			X	<i>This item will be presented to Council in May/June 2025.</i>
4. By April 1, 2025	ATCM	<b>Olympics/World Cup Activities:</b> Work with Olympic and World Cup organizers to host promotional activities and events in Redondo Beach.			X	<i>The Mayor and City Manager are forming a working group to engage representatives from LA28.</i>
5. By January 1, 2025	ATCM & CA	<b>Green Line EIR Review:</b> Identify and engage consultants needed to assist the City with review/analysis of the EIR prepared by Metro for the Green Line Extension Project.			X	An agreement with an Environmental Review firm was approved by Council on January 21, 2025 and an agreement with a Geotechnical firm was approved on February 4, 2025. Both firms will help with the review of Metro's latest environmental impact documentation.
6. By April 1, 2025	CM & FS	<b>Staffing Needs Assessment:</b> Provide the City Council with a report on the costs of adding staff positions to the organization that would enhance critical City services.			X	<i>Staff is analyzing priority staffing needs and will provide information as part of the FY 25/26 Budget Process.</i>
7. By March 1, 2025	CM & FS	<b>Contract Management Position:</b> Provide the City Council with a report on the cost of adding a contract management position to the organization.	X			A candidate with contract management skills was identified as part of the recruitment/hiring of the ATCM position. The new employee begins on March 24 and will be tasked with coordinating a citywide contract management training program, in partnership with a local university.
8. By April 1, 2025	CS	<b>Bus Stop Advertising:</b> Research the opportunity to utilize bus stop furniture/structures to generate advertising revenue and provide a report to the City Council.			X	<i>Staff has completed research into federal guidelines related to revenue generated from federally funded bus stops and</i>

						<i>has explored other advertising options within the City's transit system. A cost analysis has also been completed. Staff will bring this report to the City Council in May 2025.</i>
9. By April 1, 2025	IT & All Depts.	<b>Develop Department Performance Metrics:</b> Identify what performance data is available in each department and determine the feasibility of providing periodic reports to the City Council and/or Commissions to enhance the public's general knowledge of City operations.			X	<i>Staff is currently preparing a document to submit to Council prior to the end of the Fiscal Year to present possible options for achieving this strategic objective.</i>
10. By April 1, 2025	LIB	<b>Library Grant Exploration:</b> Explore opportunities to secure grant funding to develop and support a public 3D printing program.		X		Staff continues to explore grant opportunities to develop and support a public 3D printing program.
11. By February 1, 2025	CA	<b>Anti-Camping Regulations:</b> Evaluate recent anti-camping court decisions and report to the City Council on any recommended corresponding modifications to the Redondo Beach Municipal Code.			X	<i>This item was presented to City Council on April 1, 2025 and is scheduled for consideration of second reading and adoption on April 15, 2025.</i>
12. By April 1, 2025	CD & CA	<b>Co-Living/Single Room Occupancy Policy:</b> Evaluate options for regulating Co-Living and Single Room Occupancy development in the City and provide a report to the City Council.			X	<i>The Policy will be developed following the GP Phase 2 Update.</i>
13. By March 1, 2025	CM, ATCM & FS	<b>City and RBUSD Shared Expenses:</b> Work with RBUSD officials to identify ongoing expenses and develop appropriate agreements/MOUs to formalize responsibilities for publicly shared facilities.		X		Discussions are ongoing as a part of regular meetings of the City Council / School District Board Member Subcommittee. A letter formally requesting funding for the City's Crossing Guard Program was submitted by the CM to the School Superintendent in late February.
Future	CD & CA	<b>Inclusionary Housing Ordinance:</b> Work with HCD staff to determine the feasibility/benefits of an inclusionary housing ordinance.		X		