

City of Redondo Beach City Council Strategic Planning Meeting Summary

Conducted by Jane Harrington, Leading Resources Inc. | April 2025

In April 2025, the City Council dedicated a special session to strategic planning, as they have regularly in recent years. Captured below are some of the outputs of that meeting, along with a revised strategic plan, which is captured in a separate document. Video of the session is archived on the City's website.

Agenda

1. **Welcome**
Introductions
2. **Overview of the Strategic Planning Process**
3. **Recap of Accomplishments from the Previous Six Months**
Invite comments about accomplishments
4. **SWOT Analysis**
Facilitate discussion of City strengths, weaknesses, opportunities, threats
5. **Revisit the City's 3-Year Strategic Goals**
Discuss strategic goals
Invite public comment
6. **Establish Measurable Objectives for Each Identified Goal**
7. **Break for Dinner**
8. **Establish Measurable Objectives for Each Identified Goal – Continued**
Invite public comment
9. **Conclusion**
Determine next strategic planning dates
Review next steps

Accomplishments

The Mayor, City Council and Executive Team listed accomplishments since the last planning session in September 2024.

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| 1. Passing of Measure FP | 5. Teen center |
| 2. Improvements to Waterfront (Skate Park, Pavers) | 6. Police Enforcement on Ford Ave (violent criminals, graffiti) |
| 3. Recruiting and retaining excellent staff, including city manager and all that has been accomplished on the strategic plan | 7. Functional Zero for Homeless |
| 4. Community Services Department got all kids off wait list | 8. Public works successfully applied for significant grant funding for expansion of north RB bike path; city applauded as advance city for bike master plan |

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9. Cannabis Selection Process
 10. International Boardwalk Improvements
 11. Seaside Lagoon 30% Design Review
 12. Boat Launch Pre-design; two critical studies obtain funding
 13. Hired critical positions in city hall, contracts and waterfront Economic development, point person for FP
 14. Fire Dept proven heroes fighting LA fires
 15. Obtained second new engine, sent two strike teams and kept coverage here
 16. Implemented General Plan changes
 17. Police w state agencies cracking down on smoke shops selling illegal products
 18. Hired new finance director, assistant to city manager, special projects manager
 19. Playground replacement project
 20. Bike path improvement throughout the city; bike coalition praised city
 21. Another round of street scape enhancement
 22. Hardscape improvements to courtyard
 23. First ranked choice voting, successful March election
 24. Passed 6 charter changes in November
 25. Harbormaster position added
 26. Pavers International Boardwalk complete and Riviera
 27. Successfully implemented boater alert network
 28. Enhanced harbor code enforcement efforts
 29. Wi-Fi at the harbor, public Wi-Fi at the pier
 30. Increase, more than double revenue from Beach Life festival this year
 31. CDD assisted CA surf club with completion
 32. Recovered over \$200k by not having holiday parking for the entire month of December
 33. Police responded to 59,000 calls, resulting in 2,000 arrests
 34. Secured state funding to get enhance emergency medical dispatch and replace 911 equipment
 35. Modify street sweeping ordinance
 36. Implement GIS mapping system for public for street sweeping
 37. Police Dept hosted 17 community events
 38. E-bike enforcement and education, continuing to good things, community generally happy with direction
 39. Grant for first responder mental health services
 40. Doubled summer reading and attendance
 41. Digitized local newspaper
 42. Upgraded all public computers, print and scanning enhanced
 43. Over 500 programs for community for all ages, 20000 in attendance
 44. Installed first city commissioned mural
 45. Social media pages followers doubled
 46. Onboarded brand new transit team, RFP for new transit operator
 47. Youth commission up and running, reopening of teen center
 48. Housing able to pull 100 people off waitlist
 49. Fire, 10 strike teams across the state, 6000 hours, 34 staff; Palisades
 50. EMS upgraded to paramedic engine
 51. 99% of state mandated fire inspections (schools, residential with 3+)
 52. Assisted CDD with firework show
 53. Promoted 3 staff to deputy harbormaster
 54. Responded to 8000 response fire
 55. Engineering, 1600 permits issued; 4300 Public Works Inspections completed, 18 projects, Spent \$12.1m of capital funds expended on improvements; filled 2 vacant positions and made 2 promotions in the Division
 56. Public Works, enhance walking paths, access

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- 57. Continued with fleet to purchase equipment, PW new truck
 - 58. Assisted through mutual aid other cities with lending staff and equipment
 - 59. HR: recruitment, key hirings mentioned, processed 6000 apps, 54 full 71 part; workers compensation since 2022 a 22% reduction; getting insurance premium reduction
 - 60. Investigated 50 liability claims, 40 workers compensation
 - 61. Implement vendor requirements, training for staff
 - 62. Labor relations negotiated and finalized 2 new MOUs
 - 63. 12 employment relations training for city employees
 - 64. Finance: produced balance Budget, GFOA award, turned to regular budget timeline, processed payroll, produced 5000 checks, EFT payment, 700 new business licenses; 14 external reports from bond compliance to transit and housing
 - 65. Increased accounting capacity, two senior accountants
 - 66. With CDD, establish connection with Measure 8 Funding, \$2.5M parks
 - 67. Assisting with Measure FP including financial advisor
 - 68. Cooperating with other dept for new permitted system, upgraded financial system
 - 69. Implementation of housing element,
 - 70. Set the stage for comprehensive general plan update, includes EIR
 - 71. Ordinances: several go to council, EV charging, electric signage, smoke shops
 - 72. Completed Org assessment, developed action plan to improve operations, prepared strategic plan
 - 73. Launch new permitting system, going really well, potential with the system, will have data on it
 - 74. Waterfront: new boat launch, Seaside Lagoon
 - 75. 50-year option agreement
 - 76. Private donations for 4th July
 - 77. Shark buoy donated to CSU
 - 78. Riviera Village BID raise rates to increase available funding to support the area
 - 79. Intl Boardwalk, signage, landscaping, mural, railings
 - 80. Grant money to remove 15 abandoned boats from harbor; apply for more
 - 81. Attention to Basin 1, maintenance plan with leaseholder, progress with public safety, and fixing utility boxes
 - 82. City Attorney, 250 assignments from staff including contracts, resolutions, etc.
 - 83. Case management system, allowed to start charging
 - 84. Homeless housing navigator recognized
 - 85. Invited to speak with Leage of cities on homelessness, and code enforcement
 - 86. New quality of life prosecutor
 - 87. Return of prosecutor
 - 88. Conclusion of hardware replacement including laptop, monitor, phone, tablet, printer, copier
 - 89. Cybersecurity, replacement of backup infrastructure, network firewalls
 - 90. Adding Wi-Fi to International Boardwalk; historic museum, Wilderness Park
 - 91. Move from On-prem to Cloud,
 - 92. Team to advocate on green line
 - 93. Instituted attendance for boards and commissions, real-time data access
 - 94. Consolidate and transition to different commission structure, combined 4, eliminated boards, integrated into existing bodies

Strengths, Weaknesses, Opportunities and Threats

The City Council and Executive Team conducted an environmental scan, brainstorming the internal City's strengths and weaknesses along with external opportunities and threats.

Strengths

- Very strong department heads and staff
- Public safety (Even if call non-emergency lines, pick up in 2 rings)
- Capital resources
- Responsiveness to public (crime, public works, across all); Partnership with Trash collector
- Cutting edge tech to enhance responses
- Momentum on revitalization across city
- Positive relationships with member associations
- Consensus on council, for example economic development
- Active volunteerism in community
- Education experience high level especially for smaller city
- Passing of FP
- High success rate accomplishing our goals
- Great relationship with school district
- FP polls, trust and respect with public
- Homeless programs brought us recognition from state and county
- Waterfront community went from being skeptical of city to excited
- IT replacement program
- Strong and appropriate relationship between city and chamber of commerce
- Attractive employer (based on # apps)
- Staff and management act as a team
- Will for depts to achieve, willing to help one another
- Quality of our leadership throughout different depts, that comes through when we have challenges, when we pull together, comes down to the depth of leadership and staff
- Amazing partners in school district give us access to parks at good rate

Weaknesses

- Relationship with chamber and business is a weakness
- Perceived response to the public is a weakness
- Economic situation
- Continued to receive \$0 from our amazing school district for crossing guards
- Recent hiring means young tenure, loss of experienced people
- More projects and tasking than we have people to do them; have prioritization and overwork issues
- Hired great new staff but have some weaknesses in specific disciplines to support those projects
- Identified areas of improvement, creating enhanced systems for contract management
- No good inventory of every building asset and its condition
- Infrastructure demands from aging and updating perspective
- Greater desires than can afford to satisfy around community service

Opportunities

- Lean into active transportation, more grant money, build out structure
- Grant opportunities for facilities like shooting range
- Community that enjoys contributing time

- Enforcement with e-bike if state can come through
- Best locations in the world, tourism potential
- Superbowl, Olympics, world cup
- Economic development opportunities, revitalization,
- Remodeled teen center and new teen program
- Potential for enhanced prosecution due to leadership changes at LA DA, new DA
- Definition of grave disability has changed (mental health or substance use), the opportunity is to act on that
- Outcome of AES site (also threat depending on outcome)
- Improve the regulatory framework around Artesia Blvd

Threats

- Unfunded mandates
- Cuts in funding
- All federal programs (have been alerted about section 8 funding cuts)
- Unknowns with new administration
- Weak state budget
- Unknown of a New organization with county on housing and homelessness
- Economic environment
- Overdensification of our city, impact that could have on flow of traffic and parking, key quality of life; capacity and infrastructure
- RHNA housing allocation formula
- Climate change, environmental threats
- Labor and material shortage due to fires
- Uncertainty of costs of goods (tariffs and not) more than double in the last year
- Tariffs and reconstruction in Palisades
- Reduction in travel and sales
- Economic environment could impact ability to stretch \$ on FP
- Tax exemption under the law for municipal bonds
- Green Line
- Legislative mandates, laws and bills that affect ability to provide services
- Possible impact on crime rates (cost of goods and theft, ex)
- Homelessness encampment
- Economic changes can lead to more medical aid needs
- Challenges city of LA faced and fallout of that and confidence that some have in city govt regionally
- Continued inaction at the galleria site
- Lukewarm funding market, interest rates
- Conversion of commercial into residential

Revising Goals and Objectives

The Mayor and Council reviewed the existing goals:

Goals from September 2024-April 2025.

1. Modernize City's Technology and Systems
2. Vitalize Commercial Areas of the City
3. Increase Environmental Sustainability
4. Invest in the City's Infrastructure
5. Maintain a High Level of Public Safety
6. Enhance the Delivery of City Service

The goals were revised to be more specific and measurable. (See revised planning matrix.)