



Administrative Report

N.3., File # 26-0548

Meeting Date: 5/5/2026

To: MAYOR AND CITY COUNCIL
From: LUKE SMUDE, ASSISTANT TO THE CITY MANAGER

TITLE

DISCUSSION AND POSSIBLE ACTION REGARDING APPROVAL OF THE CITY'S UPDATED STRATEGIC PLAN INCLUDING THE THREE-YEAR PRIORITY AREAS, GOALS, AND TWELVE-MONTH OBJECTIVES

EXECUTIVE SUMMARY

On March 31, 2026, the City Council held a strategic planning session to discuss and update the City's Strategic Plan. At the session, the Mayor and City Council considered recent accomplishments, identified new strengths, weaknesses, opportunities, and threats (SWOT), evaluated and adjusted the previously established three-year priority areas, and listed specific goals and objectives for the upcoming 12-month period. It is recommended that the City Council review, modify as needed, and approve the Plan's updated three-year priority areas, goals, and 12-month objectives.

BACKGROUND

The City has been committed to a strategic planning process since 1998, a process that focuses staff resources on achievable policy goals and objectives set by the City Council. On February 17, 2026, the Council directed staff to pursue an abbreviated strategic planning process facilitated internally rather than through an outside consultant. The strategic planning session was hosted in the second-floor meeting room of the Main Library on March 31, 2026.

During the session, the Mayor and City Council discussed the City's prior accomplishments (recognizing 125 completed objectives and projects), evaluated and adjusted the previously established three-year goals, and identified the objectives for the upcoming 12-month period.

The three-year goals (2026-2029), which serve as the overarching framework for the Strategic Plan, were reviewed and updated. Items that were edited, or added, are identified below with asterisks:

Priority Area 1: Economic Vitality

- Goal 1.1 Enhance the Waterfront
- Goal 1.2: Revitalize Artesia Boulevard
- Goal 1.3: Position Redondo Beach as a Destination for Businesses Investment
- *Goal 1.4: Enhance the City's Fiscal Sustainability
- Future Goal 1.5: Revitalize the Pacific Coast Highway Corridor
- *Future Goal 1.6: Identify Efforts to Enhance Business Retention

- *Future Goal 1.7: Identify Programs that have Shown Success on Artesia Blvd. and Report on Steps to Implement them on PCH

Priority Area 2: Public Safety and Community Well-Being

- Goal 2.1 Implement Measure FP (Reconstruct City Fire and Police Facilities)
- Goal 2.2: Strengthen the City's Mental Health Response and Community Support Systems
- Goal 2.3: Further Enhance the City's Approach to Addressing Homelessness
- *Goal 2.4: Continue to Enhance Public Safety, Emergency Response, and Community Resilience

Priority Area 3: Infrastructure and Public Spaces

- *Goal 3.1: Rehabilitate City Roads, Critical Public Facilities, and Infrastructure
- Goal 3.2: Expand and Enhance Public Spaces, Amenities, and Programs
- Goal 3.3: Enhance Alternative Transportation Options
- Future Goal 3.4: Develop Long-Range Plans to Modernize City Facilities, Including the Public Works Yard and City Hall

Priority Area 4: Customer-Centered Service Delivery

- Goal 4.1: Improve Customer Service by Expanding the City's Use of Digital Tools and Online Services

Priority Area 5: Community Stewardship

- Goal 5.1: Advance Environmental Sustainability and Climate Resilience
- Goal 5.2: Preserve and Promote the City's Historic Resources and Neighborhood Character

The attached Strategic Plan reflects the City Council directives discussed at the strategic planning session. Input on the Priority Areas and goals was provided by members of the public who attended the session and a number of the City's Commissions. The objectives have been drafted to ensure that they are specific and quantifiable, identify the various Departments that will be responsible for their completion, and establish target execution dates.

The City's core values were not discussed at the strategic planning session and remain as follows:

Openness and Honesty

We welcome input from our employees and community. Our conduct, policies and programs reflect decisions made openly based on information that is easily accessible to all

Integrity, Ethics and Accountability

We demonstrate the moral character to do what is right, thus building trust and transparency while taking ownership for our decisions

Outstanding Customer Service

We are committed to providing proactive customer service that is responsive to the residents of Redondo Beach and exceeds expectations. We will engage with the community in a

respectful, approachable and sincere manner

Teamwork

We use communication, collaboration, and cooperation to work together while providing clear roles and expectations across the organization and in participation with the community

Excellence

We provide quality services beyond expectations. We inspire and empower innovative practices that set standards

Fiscal Responsibility

We are committed to careful stewardship of public funds and resources in a manner that ensures the sustainable provision of efficient and high-quality services desired by the community

Environmental Responsibility

We incorporate environmentally sustainable practices, policies, and programs and educate the public to preserve our quality of life for future generations

It is recommended that the City Council review, modify as needed, and approve the priority areas, revised three-year goals, and 12-month objectives in the attached draft Strategic Plan. Following Council adoption of the Strategic Plan, monthly progress reports will be provided to the public via an administrative report containing an updated Strategic Planning Matrix that highlights/comments on progress made throughout the preceding month.

COORDINATION

The City Manager's Office coordinated the Draft Strategic Planning Matrix with each City Department and will assist in tracking progress throughout the upcoming 12-month period.

FISCAL IMPACT

Funds for activities related to the preparation of the Strategic Plan are included in the City's annual budget. Funding requests needed to accomplish the objectives identified in the Strategic Plan will be presented to City Council for consideration on a base by case basis.

APPROVED BY:

Mike Witzansky, City Manager

ATTACHMENTS

- Proposed Strategic Planning Matrix - 12-Month Objectives Covering March 2026-March 2027 Planning Period
- Meeting Summary - March 31, 2026 City Council Strategic Planning Meeting Summary (Accomplishments and SWOT Update)
- Previous Strategic Planning Matrix - Covering June 2025 to March 2026 Planning Period