

# CITY OF REDONDO BEACH STRATEGIC PLAN

## THREE YEAR GOALS

### 12 MONTH OBJECTIVES

June 2023 – May 2024

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 Communication Systems</i></b> |  |   |        |           |         |  |
|--|--|---|--------|-----------|---------|--|
| WHEN   | WHO  | OBJECTIVES  | STATUS |           |         | COMMENTS   |
|  |  |   | DONE   | ON TARGET | REVISED |  |
| 1. By August 22, 2023  | ATCM, CM                                   | <b>City Branding:</b> Present City logo redesign options to City Council for consideration of approval.   |        |           | X       | The City's consultant and Logo Redesign Committee have prepared logo options. A survey was conducted to capture feedback on the preferred design. Staff will present the logo item to City Council in October. |
| 2. By September 19, 2023   | IT & ATCM                                  | <b>City Website:</b> Complete website development and publicly launch the new site.   |        |           | X       | Project is entering its final phase consisting of training and go-live planning.   |
| 3. By August 15, 2023  | ATCM & CM working with various departments | <b>City Communications Plan:</b> Complete the updated City Communications Plan, including a new section regarding the production of videos that highlight City services, and present it to City Council for discussion.                   | X      |           |         | This item was presented and approved at the 09/05/23 Council meeting.  |
| 4. By November 7, 2023   | CM, CA & CC                                | <b>City Charter Review:</b> Provide recommendations to City Council regarding proposed Charter updates.   |        | X         |         |  |
| 5. By October 3, 2023  | CC, CA & CM                                | <b>Improved Response to PRA Requests:</b> Provide a report to City Council on staff efforts to systematize the process for responding to PRA requests.  |        | X         |         |  |
| 6. By August 15, 2023  | CC & CM                                    | <b>Council Meeting Agenda Item Noticing:</b> Develop a calendar, available to the public, that foreshadows Council Meeting agenda items of significant public interest.   |        |           | X       | The City Clerk and ATCM are working to extract, reliable and useful agenda information from the Legistar system with an expected completion date of October.   |
| 7. By December 19, 2023  | CC & IT                                    | <b>Agenda Management System:</b> Begin drafting a Request for Proposals for the procurement of a new agenda management system. Prepare an item for City Council discussion regarding the expectations for a new agenda management system. |        | X         |         |  |

## GOAL 2: *Vitalize Core Commercial Areas of the City*

| WHEN                     | WHO       | OBJECTIVES  | STATUS |           |         | COMMENTS  |
|--------------------------|-----------|---|--------|-----------|---------|---|
|                          |           |   | DONE   | ON TARGET | REVISED |   |
| 1. By July 18, 2023      | WED & CD  | <b>FAR Adjustment and AACAP Implementation Study:</b> Introduce an Ordinance and General Plan Amendment and consider the environmental impacts associated with proposed amendments to the General Plan and Municipal Code to identify preferred uses and increase the allowable FAR for properties with frontage along the AACAP corridors.                     | X      |           |         | Introduced to City Council on 07/11/23. Second reading and adoption on 07/18/23.  |
| 2. By November 21, 2023  | WED & CD  | <b>AACAP Rooftop Open Deck Restaurant Dining:</b> Report on the feasibility of rooftop open deck dining along the AACAP corridors.  |        | X         |         | WED Leading the effort.   |
| 3. By March 19, 2024     | CD        | <b>Expanded FAR Adjustment:</b> Prepare 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         |         | Revised updated schedule pending from consultant.   |
| 4. By August 29, 2023    | WED & CD  | <b>Artesia/Aviation Parking Regulation Updates:</b> Introduce an Ordinance and consider the environmental impacts associated with an amendment to the municipal code to update the Artesia/Aviation Corridor parking regulations.   | X      |           |         | Planning Commission recommended approval on 07/20/23. Introduced to City Council on 08/15/23. Second reading and adoption on 09/05/23.  |
| 5. By February 20, 2024  | PW & IT   | <b>Public Broadband Improvements:</b> Prepare an item for City Council discussion regarding options to provide residents, government, and businesses increased broadband connectivity.  |        | X         |         | IT Team is currently meeting with interested third parties including Boingo, Verizon, Frontier, Sonic, RACE, CDW-G and Crown Castle to analyze current service offerings.                                       |
| 6. By May 1, 2024        | WED & IT  | <b>Broadband &amp; Wi-Fi Access in the Harbor:</b> Expand public and business Wi-Fi connectivity in the Harbor.   |        | X         |         | Conversations with several Wi-Fi and Broadband providers about potential project and work scope continue. Partners are currently analyzing current service offerings in preparation for potential design phase. |
| 7. On May 16, 2023       | CD & CM   | <b>Cannabis Permit Selection Process:</b> Present recommendations to the City Council for the implementation of a permit/license application and selection process for Cannabis businesses.   |        | X         |         | Initial draft procedures were presented to City Council on 05/16/23. Council provided direction to amend. The item was presented to Council on 09/05/23 and additional work was requested.                      |
| 8. By September 19, 2023 | WED       | <b>Business/Parking Improvement Districts:</b> Provide a report to the City Council on the results of the canvassing/surveying of businesses along Artesia Blvd. regarding the creation of a local Business and/or Parking Improvement District. Prepare a consulting services contract to evaluate the potential benefits of a BID on International Boardwalk. |        | X         |         | Scheduled to appear before City Council on 09/19/23.  |
| 9. By October 31, 2023   | ATCM & PW | <b>EV Charger Expansion:</b> Seek additional federal grant funding for additional EV chargers in appropriate public areas, parks, and/or commercial corridors.  |        | X         |         | Staff is continuing to research the sites identified by Council and   |

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|                         |              |   |  |   |  | work with potential partners to select the sites best suited for EV charger deployment based on utility availability.       |
| 10. By October 10, 2023 | CS, WED & PW | <b>Public Art on Artesia:</b> Provide a report to City Council on public art procurement efforts on Artesia Blvd.   |  | X |  |   |
| 11. By May 14, 2024     | WED & ATCM   | <b>Artesia Branding:</b> Develop branding options/strategies for Artesia Blvd.  |  | X |  |   |
| 12. By February 1, 2024 | CD           | <b>General Plan Update:</b> Complete the draft General Plan and zoning update and associated environmental review.  |  | X |  | Revised updated schedule pending from consultant.   |
| 13. By March 5, 2024    | CD & WED     | <b>Artesia/Aviation Property Lot Merger Incentive Program:</b> Provide a report on potential incentives, including the idea of establishing a development opportunity reserve for developers or tying entitlements to specific requirements if they meet specific City goals along Artesia and Aviation Blvd. |  | X |  | WED Leading the effort.   |
| 14. By October 1, 2023  | WED & CM     | <b>Harbor, Pier Leasing Strategy:</b> Formulate a leasing strategy for critical opportunity sites in the harbor and pier area.  |  | X |  |   |
| 15. By January 1, 2024  | CD & PW      | <b>Riviera Village Outdoor Dining Parklets:</b> Work with Coastal Commission staff to develop a plan to retain the parklets on a long-term basis and provide a report to the City Council on the plan's feasibility.  |  | X |  | A Coastal Development Permit is being prepared for proposed parklet program. The item was discussed by Council on 09/05/23. |

### GOAL 3: *Increase Environmental Sustainability*

| WHEN                     | WHO         | OBJECTIVES   | STATUS |           |         | COMMENTS  |
|--------------------------|-------------|--|--------|-----------|---------|---|
|                          |             |  | DONE   | ON TARGET | REVISED |   |
| 1. By December 19, 2023  | PW, CA & PD | <b>Plastic Waste:</b> Present a report to the City Council on whether the City can prohibit the use of multi-use plastic bags.   |        | X         |         |   |
| 2. By September 25, 2023 | PW & CD     | <b>Native Planting and Pollinator Requirements:</b> Prepare a discussion item for the Public Works and Sustainability Commission (PW&SC) to consider requiring the inclusion of pollinator fountains and native plantings in new developments. |        | X         |         | Item scheduled to be presented to the PW&SC on 09/25/23 |
| 3. By January 1, 2024    | PW          | <b>Bike Path Enhancements:</b> Work with SCE and other regional agencies to enhance amenities along the bike path.   |        | X         |         |   |
| 4. September 5, 2023     | CS & PW     | <b>Public Transit EVs:</b> Provide a report to the City Council on the results of the transit operation analysis regarding conversion of the BCT fleet to EV / hydrogen vehicles.  |        |           | X       | Finishing study with consultant. Targeting October.     |
| 5. By August 29, 2023    | CS          | <b>Wilderness Park:</b> Draft an amendment to the MOU with South Bay Parkland Conservancy to collaborate on solutions for the repair and enhancement of the lower pond at Wilderness Park.   |        |           | X       | Item will be considered for CC approval on 9/19/23      |
| 6. By May 14, 2024       | PW          | <b>Alternative Energy:</b> Provide a report to the City Council on the feasibility/potential for tidal energy generation and/or solar energy generation on City controlled infrastructure.   |        | X         |         |   |

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

| WHEN                     | WHO          | OBJECTIVES   | STATUS |           |         | COMMENTS  |
|--------------------------|--------------|--|--------|-----------|---------|---|
|                          |              |  | DONE   | ON TARGET | REVISED |   |
| 1. By February 20, 2024  | PW           | <b>Renovations and/or Replacement of City Buildings:</b> Provide a report to the City Council on options and costs for the renovation or replacement of Civic Center facilities.   |        | X         |         |   |
| 2. By December 19, 2023  | CM, PW & FS  | <b>Identify Potential Capital Resources:</b> Provide a report to the City Council on the use (and cost) of infrastructure bonds and other financing options for the renovation or replacement of civic buildings.  |        | X         |         | Staff met with municipal financing firm for discussion kickoff of financing options. Follow-up meeting is tentative for October of 2023.  |
| 3. By April 2, 2024      | WED, CS & PW | <b>Seaside Lagoon:</b> Present two design concepts for the rehabilitation of Seaside Lagoon (renovation and reconstruction) to the City Council for discussion and direction.  |        | X         |         |   |
| 4. By August 15, 2023    | CS & ATCM    | <b>Veterans Park Library Concessionaire:</b> Present to the City Council for consideration of approval proposals from concessionaires for the use of the Veteran's Park Library Building.  |        |           | X       | Staff is working to refine potential uses of the facility and develop a model for presentation to the City Council in October.  |
| 5. By October 24, 2023   | WED          | <b>Boat Launch Pre-Design Work:</b> Recommend a consultant to complete pre-design work for the installation of a new public boat launch.   |        | X         |         | Draft RFP for installation of a new public boat launch to appear before the Harbor Commission on 09/11/23. Draft RFP scheduled to appear before City Council on 10/17/23.   |
| 6. By September 19, 2023 | WED & PW     | <b>Climate Resiliency Plan:</b> Pursue grant funding and procure an engineering firm to prepare a climate resiliency plan.   | X      |           |         | Submitted grant application to the Coastal Commission on 08/31/23.  |
| 7. By July 25, 2023      | WED          | <b>Waterfront Education Center:</b> Present design options for City Council consideration, including prospective operating partners.   | X      |           |         | Presented the conceptual design to City Council on 07/18/23.  |
| 8. By August 29, 2023    | WED & PW     | <b>Breakwater Repair:</b> Prepare a report for City Council consideration identifying the breakwater's condition and recommended follow-up action items, including any planned repairs by the Army Corps of Engineers and necessary support from state and federal agencies. |        |           | X       | Met with Army Corp staff at Breakwater for an updated inspection/assessment on 06/09/23. Army Corp staff have initiated Breakwater repair design. City Harbor Dredging Project is out to bid with bids due 07/20/23. Harbor Dredging contract award scheduled for 08/15/23 CC meeting.<br>City contacted Army Corp for copy of Breakwater condition report multiple times, last being 09/07/23. Once received, staff will provide copy of report. |

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| 9. By September 26, 2023 | PW      | <b>Train Bridge Rehabilitation in North Redondo:</b> Apply for a permit to repaint the rail bridge located on Artesia Blvd. east of Condon Ave.  |  | X |   | PW Staff has been working with Metro R/W. Received positive feedback. Metro is drafting agreement to allow City to paint bridge. Metro still investigating potential for Public Art consideration. Draft Agreement expected to staff in late August. 09/07/23 Metro submitted draft agreement to BNSF and is awaiting comments from BNSF. Once finalized with BNSF, Metro will finalize the draft agreement for the City's review and consideration. |
| 10. By August 29, 2023   | CS & PW | <b>Parks Assessment:</b> Prepare an item for City Council discussion regarding the scope of work and initiation of a citywide park system study that reviews the City's current park amenities and provides options for alternative and/or supplemental uses that would optimize park utilization and increase maintenance efficiency. |  |   | X | Shifting lead department and assessment scope to Community Services with PW providing as needed support. CS & PW will be meeting with City Manager to update goal of strategic priority.   |
| 11. By December 19, 2023 | CS & PW | <b>Aviation Park:</b> Working with potential regional partners, identify options for the City Council to consider installing additional recreational amenities at Aviation Park or other sites, including pickleball and a new aquatics facility.  |  | X |   |  |

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

| WHEN                     | WHO                             | OBJECTIVES   | STATUS |           |         | COMMENTS  |
|--------------------------|---------------------------------|--|--------|-----------|---------|---|
|                          |                                 |  | DONE   | ON TARGET | REVISED |   |
| 1. By July 25, 2023      | PW & PD                         | <b>Speed Limit Adjustments:</b> Provide a report to the City Council on the results of citywide speed limit surveys and the recommendations for any speed limit adjustments.   | X      |           |         | Presented report to Council 05/30/23.   |
| 2. By November 21, 2023  | FD & ATCM working with the RBFA | <b>County Fire Study:</b> Review the proposals provided by Los Angeles County regarding the cost/provision of LA County Fire District Services and the analysis provided by the selected third-party consultant regarding the City and County Fire/EMS operating models. |        | X         |         | LA County is expected to deliver their cost proposal to the City in late September. The results of the third-party feasibility study are expected in October. |
| 3. By October 3, 2023    | CA & PW                         | <b>Response to Homelessness:</b> Prepare a report for City Council discussion regarding the feasibility of expanding the City's pallet shelter program.  |        | X         |         |   |
| 4. By October 3, 2023    | FD                              | <b>Disaster Fund Recovery:</b> Review internal protocols for FEMA compliance and cost recovery.  | X      |           |         | Cost recovery protocols are in place and mirror our current system for cost recovery on statewide through OES   |
| 5. By February 6, 2024   | FD & ATCM                       | <b>4<sup>th</sup> Fire Station Study:</b> Provide a report to City Council on the feasibility of, potential costs, and benefits of a 4 <sup>th</sup> fire station in north Redondo Beach.  |        | X         |         | BRR#32 provides an overview of this goal. Citygate will also provide staff analysis on this item if we expand our scope of work.                              |
| 6. By April 2, 2024      | WED                             | <b>City Harbor Department:</b> Provide a report to the City Council on the different harbor/marine management operating models i.e. the Avalon and Ventura Harbors.  |        | X         |         |   |
| 7. By August 29, 2023    | PD, PW & WED                    | <b>Pier Skate Park Safety:</b> Provide a report to City Council on safety and operating concerns at the Pier Skate Park and options for enhancing safety regulations.  | X      |           |         | The item was presented to Council at the 09/12/23 Council meeting.  |
| 8. By November 7, 2023   | CA, FD & PD                     | <b>Mental Health Response:</b> Provide a report to City Council on possible options (including potential South Bay partners) to provide a more unified response to mental health issues in the community.  |        | X         |         | The LACDMH Alternative Crisis Response: City Summit on 07/20/23 was attended by RB City personnel including PD, Fire, CA, and Councilmember Kaluderovic.      |
| 9. By June 13, 2023      | PD                              | <b>Traffic Law Enforcement and Safety on Residential Streets:</b> Prepare a BRR to discuss cost/options to enhance traffic enforcement and safety on residential streets.  | X      |           |         |   |
| 10. By June 13, 2023     | HR                              | <b>Risk Management:</b> Prepare a BRR and explore prospective costs/benefits (including claims history) of restoring the risk management position in the HR Dept.  | X      |           |         | Complete and provided to Council with budget adoption.  |
| 11. By February 20, 2024 | PD                              | <b>Police Master Fee Schedule:</b> Provide a report to the City Council recommending an updated Master Fee Schedule for the Police Department.   |        | X         |         |   |

## GOAL 6: Enhance the Delivery of City Services

| WHEN                    | WHO           | OBJECTIVES   | STATUS |           |         | COMMENTS   |
|-------------------------|---------------|--|--------|-----------|---------|--|
|                         |               |  | DONE   | ON TARGET | REVISED |  |
| 1. By August 1, 2023    | CD            | <b>Residential Design Standards:</b> Complete preparation of the recommended residential design standards and present them to City Council for consideration of approval.  | X      |           |         | Objective Residential Standards approved by Resolution on 8/15/23.   |
| 2. By September 5, 2023 | CD            | <b>Inclusionary Housing Ordinance:</b> Present the inclusionary housing ordinance to City Council for consideration of approval.   |        |           | X       | Draft ordinances were presented to City Council on 05/09/23. Council provided direction to amend the ordinances and to conduct additional study. Item will return to City Council in November/December 2023. |
| 3. By August 15, 2023   | 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       | Due to agenda load, this item is now scheduled for late 2023.  |
| 4. By May 7, 2024       | CS            | <b>Redondo Beach Performing Arts Center:</b> Provide a report to City Council on options to maximize the utility and revenue generating capacity of the PAC.   |        | X         |         |  |
| 5. By August 22, 2023   | CS            | <b>After Schools Program Expansion:</b> Provide a report to City Council on possible policy changes/options to provide continuity of service to existing program participants and to ensure the inclusion of siblings (if interested) of existing participants in future program enrollment. | X      |           |         |  |
| 6. August 1, 2023       | CS            | <b>Senior Lunch Program:</b> Provide a report to the City Council on the feasibility of reinstating the senior lunch program.  |        |           | X       | Staff is discussing contract proposals with prospective vendors and will develop an agreement to bring back for City Council consideration in October of 2023.   |
| 7. By March 19, 2024    | CS            | <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         |         |  |
| 8. By December 19, 2023 | CS & PW       | <b>City Gateway Signage:</b> Collaborate with the Public Art Commission to develop concepts for large horizontal signage at key city points of interest and present a report to the City Council on possible locations and concept options.  |        | X         |         |  |
| 9. By May 14, 2024      | ATCM          | <b>Olympics/World Cup Planning:</b> Collaborate with L.A. 2028 Committee to explore event and hosting options for both events.   |        | X         |         |  |
| 10. By May 14, 2024     | CD & PW       | <b>Green Line Advocacy:</b> Continue to advocate for the City's position regarding the Green Line extension on Hawthorne Blvd.   |        | X         |         |  |
| 11. By January 30, 2024 | WED & CD      | <b>Harbor Commission Purview:</b> Prepare an item for City Council discussion regarding the possible expansion of the Harbor Commission's role and area of responsibility for planning matters.  |        | X         |         |  |