



Administrative Report

H.17., File #20-0734

Council Action Date: 3/17/2020

To: MAYOR AND CITY COUNCIL
From: JOE HOEFGEN, CITY MANAGER

TITLE

RECEIVE AND FILE THE PERIODIC UPDATES TO THE SIX-MONTH STRATEGIC PLAN OBJECTIVES ESTABLISHED AT THE STRATEGIC PLANNING RETREAT HELD ON OCTOBER 22, 2019

EXECUTIVE SUMMARY

On October 22, 2019, the City Council held a Strategic Planning Workshop to review Strategic Plan objectives covering the recent six-month period (April 15, 2019 through October 15, 2019), completed a SWOT analysis (identifying Strengths, Weaknesses, Opportunities and Threats), identified possible 10-year goals for the City, and also listed specific objectives for the next six-month period of October 15, 2019 until April 15, 2020. The objectives set were adopted by the City Council at the December 10, 2019 Council Meeting. Periodic updates are provided to the Mayor and Council to enable them to monitor the City's progress. This current update is the second of the October 22, 2019 Strategic Planning session's six-month objectives. The City Council has set April 28, 2020 at 3:00 PM as the next Strategic Planning Session.

BACKGROUND

The City Council's Strategic Plan directs the development of the City budget, program objectives, and performance measures. The goals provide the basis for improving services, and preserving a high quality of life in the City.

The City began strategic planning in 1998 with the creation of the first three-year strategic plan covering the period of 1998-2001. In October 2001, a second three-year plan was developed for 2001-2004. At the February 25, 2003 retreat, these Core Values were added: Openness and Honesty, Integrity and Ethics, Accountability, Outstanding Customer Service, Teamwork, Excellence, Environmental Responsibility, and Fiscal Responsibility. A third three-year plan was developed in March 2004, covering the period of 2004-2007, and included a vision statement. In September 2007, the fourth three-year plan was developed with new goals and objectives. A fifth three-year plan was developed on March 3, 2010. The sixth three-year strategic plan goals were developed on September 12, 2013. The seventh three-year strategic plan goals were confirmed at the September 14, 2016 meeting. Finally, the eighth three-year strategic plan goals were confirmed at the October 22, 2019 meeting with the option of modifying them after further public review and adoption of the 10-year goals. The following are the five strategic plan goals for 2019-2022. They are not in priority order:

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THREE YEAR GOALS 2019-2022

- Modernize City communications systems
- Vitalize the Waterfront, Artesia Corridor, Riviera Village and South Bay Galleria
- Ensure sustainability, livability, and health by completing the General Plan update and by implementing environmentally responsible programs
- Assess, prioritize, and plan for park/open space acquisition and for reconstruction of major City facilities and infrastructure
- Maintain a high level of public safety with public engagement

At the October 22, 2019 Strategic Planning, the City Council identified possible 10-year goals for further consideration, through an iterative process, as listed below:

City of Redondo Beach Draft 10-Year Goals as identified on October 22, 2019
2019-2029 (not in priority order)

Through community engagement:

- Ensure long-term financial security/stability
- Foster environmental sustainability and livability
- Prepare and enact a comprehensive transportation and mobility plan
- Implement innovative public safety, health, well-being, and quality of life initiatives
- Equitably streamline organizational processes to improve efficiency, transparency, and accessibility for the City as a whole

The above draft 10-year goals would replace the previously approved 10-year goals covering 2016-2026 which are shown below (not in priority order)

- Be the premier waterfront location on the West Coast
- Secure funding for new safety facilities and City Hall
- Create the most innovative law enforcement agency in America
- Secure a voter-approved plan for a de-industrialized AES site
- Revitalize the South Bay Galleria
- Increase and enhance parks and public open space

Based on subsequent City Council direction, information related to the setting of 10-year goals is being shared with all City Commissions for their review and input. The City Manager provides periodic updates to the adopted six-month objectives to enable the Mayor and City Council to monitor the City's progress on the Strategic Plan. This is the second update to the current Strategic Plan prior to the development of the next six-month Strategic Plan.

COORDINATION

All departments participated in the development of the Strategic Plan and in providing the attached update.

FISCAL IMPACT

The total cost for this activity is included in the Mayor and City Council's portion of the FY 2019-2020 Adopted Annual Budget.

ATTACHMENTS

Strategic Plan Update Six Month Objectives March 17, 2020

CITY OF REDONDO BEACH SIX-MONTH STRATEGIC OBJECTIVES

October 15, 2019 – April 15, 2020

ACM=Assistant City Mgr CD=Community Development PW=Public Works WED=Waterfront and Economic Development CS=Community Services IT=Information Technology FS=Financial Services HR=Human Resources
 FD= Fire PD=Police

THREE-YEAR GOAL: <i>Modernize City communication systems</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Ongoing	IT Director, working with several departments, SBCCOG staff and consultants	Regional Broadband: Continue involvement in the development of the South Bay Fiber Network (SBFN) with the City of Redondo Beach actively participating in the plan.		X		Network build under way, tentative completion in June, 2020. Connections to SBFN tentatively scheduled for July, 2020.
2. By January 31, 2020	Fire Chief, working with LA County Beaches and Harbor, RB IT, City Attorney, and CM	Review of BEELS: Prepare a report for City Council consideration related to possible implementation of the Beach Emergency Evacuations Lights System (BEELS) by LA County to assist with evacuation of hearing-impaired patrons at the beach and pier.	X			Report completed February 4, 2020
3. By January 31, 2020	City Clerk, working with CS and IT Director	Election Voter Outreach. In partnership with LA County, coordinating identification of facilities for Vote Centers, and enhancing public information to ease Redondo Beach voters into the new voting center model by providing educational materials and information, e.g., enhanced website presence, public access TV (Ch. 41 & 8) and other public outreach opportunities via City newsletter, posters, and/or flyers.	X			
4. By April 15, 2020	CD Director, working with IT Director	Building and Planning Permit Requirements Checklist: In order to proactively communicate general building and planning permit requirements, a checklist of typical City plan check needs will be prepared and posted on the City's website.			X	Drafts of checklists are being prepared. Completion date revised.
5. By April 15, 2020	City Manager working with IT and Library Directors	Communications Task Force: Conduct meetings of the previously appointed task force focused on ways to improve and enhance City communication systems			X	Due to workload will be either deferred to next planning period or postponed indefinitely.
6. By April 15, 2020	IT Director, working with all City departments	Phone System Replacement: Present to the City Council for consideration a replacement for the City's current, aging telecommunications system.		X		Finalists selected for product demonstrations March 18 and 19.
7. By April 15, 2020	IT Director, working with CD, PW and FS Directors	Tyler Munis Building Permits Re-implementation: Re-implement building permits module to current standards which will enable the following: 1. Code Enforcement module implementation 2. Building Permits online Citizen Self Service Portal 3. Building Inspector real-time remote access to Building Permit system 4. Creation of Engineering electronic permit forms 5. Integration with City GIS system			X	Revised Date to June, 2020. Site Report completed. Staff/Munis working sessions under way.

8. By April 15, 2020	IT Director working with FS, HR Directors and all City Departments	Tyler Munis Payroll System Upgrades: Implement Munis Executime Time & Attendance module to enable daily time entry and ongoing time entry tracking and management.			X	Munis v11.3 has to be upgraded to v2019.1 in order to implement. 2019 install into Test environment completed 03/12/2020. Go Live to new version tentatively scheduled for June 2, 2020.
9. By April 15, 2020	IT Director working with FS, HR Directors and all City Departments	Tyler Munis Employee Self-Service: Implement self-service portal which will allow employees access to accrual inquiry, pay history, update W2/W4 information, address changes etc.		X		Installed and functional. Setup and configuration under way.
10. By April 15, 2020	IT Director working with FS Director	Tyler Munis Business License: Tyler staff to perform Investment Analysis of Business License module to outline opportunities for business process and functionality improvements.		X		

THREE-YEAR GOAL: <i>Vitalize the Waterfront, Artesia Corridor, Riviera Village and South Bay Galleria</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By December 17, 2019	WED Director	EIFD Formation Status: Provide an update to the City Council on the status of the Enhanced Infrastructure Financing District (EIFD) along Herondo and 190 th Streets formed by the City and recently approved for partnership by Los Angeles County.	X			Presented EIFD Update to City Council on February 11, 2020
2. By February 18, 2020	PW Director, working with WED and CD Directors	Riviera Village Mobility: Present to City Council a recommendation for award of a professional services contract to conduct a mobility review of Riviera Village with an emphasis on walkability in the Village			X	Preparing a BRR for discussion as part of the Mid-Year Budget review on March 17, 2020.
3. By February 18, 2020	PW Director	Water Filling Stations: Respond to the West Basin Municipal Water District grant program for the possible installation of a grant funded water filling station in Redondo Beach.		X		
4. By March 9, 2020	WED Director, working with PW Director and Fire Chief	Feasibility Study - Mole C Public Boat Ramp: Update the feasibility analysis for the installation of a Public Boat Ramp at Mole C and present the findings to the Harbor Commission for review and input.			X	Due to staff turnover at contracted consulting firm work has been delayed – expected presentation to harbor Commission April 13, 2020
5. By March 17, 2020	PW Director, working with WED and CD Directors	Artesia Corridor Mobility: Present to City Council a recommendation for award of a professional services contract to conduct high level mobility review of the Artesia Corridor involving pedestrians, bicycles, public transit and vehicular movement.			X	Preparing a BRR for discussion as part of the Mid-Year Budget review on March 17, 2020.
6. By April 13, 2020	WED Director, working with Fire Chief	Feasibility Study - White Sea Bass: Conduct a feasibility analysis for a White Sea Bass grow out pen within King Harbor and present the findings to the Harbor Commission for review and input.		X		

THREE-YEAR GOAL: Ensure sustainability, livability, and health by completing the General Plan update and by implementing environmentally responsible programs						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By December 31, 2019	CD Director working with Arnold and Associates, Inc.	SB 330 and Other Newly Adopted Housing Regulations: Provide a briefing on SB 330 and other adopted housing-related legislation and their impacts.	X			Presentation provided at January 7, 2020 City Council meeting.
2. By April 15, 2020	CD Director working with PW Director and City Attorney	Environmental Commission: Explore options for the formation of an Environmental Commission.			X	Started research on other municipalities' commissions.
3. By April 15, 2020	CD Director working with City Attorney	ADU Ordinances: Revise the ADU ordinance to address the State's new legislation and present the Ordinance to the Planning Commission and to City Council for consideration of adoption.			X	After providing presentation at January 7, 2020 City Council meeting and receiving California Housing and Community Development (HCD) memo, staff is preparing ordinance. To Planning Commission as early as April. Then to Council.
4. By March 17, 2020	CS Director	CDBG Consolidated Plan: Present to the City Council the 2020-2024 CDBG Consolidated Plan and 2020 CDBG Action Plan with local funding allocation recommendations.			X	Rescheduled to April 7, 2020
5. By April 15, 2020	CD Director	Residential Design Guidelines: Once SB2 Grant Funding is in place, issue RFP and select consultant and start project to update Residential Design Guidelines		X		Received grant award letter from HCD on Feb 24, 2020. Once finalize Standard Agreement for Funding Distribution, can issue RFP for consultant.
6. By April 15, 2020	CD Director	Housing Element: Once SB2 Grant Funding is in place, issue an RFP and select consultant and begin Housing Element update		X		Received grant award letter from HCD on Feb 24, 2020. Once finalize Standard Agreement for Funding Distribution, can select consultant.
7. By April 15, 2020	CD Director	Regional Housing Needs Allocation: Continue to track and address data issues and concerns, regarding current RHNA process, and develop and present strategies for City Council consideration for possible City response.		X		Ongoing.

8. By April 15, 2020	CD Director	Artesia/Aviation Corridor Area Plan: Host Community Meeting on the AACAP with GPAC's recommendations and present the plan to the Planning Commission and City Council for consideration of approval.		X	The community meeting for the AACAP was Thursday, February 27, 2020. To Planning Commission at April meeting and then to Council in May.
9. By April 15, 2020	CD Director	General Plan Update: Ensure GPAC Land Use recommendations are in compliance with new State housing regulations signed into law. Recommendations will be forwarded to Planning Commission and City Council for draft land use maps for consideration of approval of environmental study (initiates CEQA technical studies).		X	Contract amendment with Placeworks and contract with Veronica Tam to review land use recommendations with RHNA and new housing legislation considered by Council on March 17, 2020.

THREE-YEAR GOAL: <i>Assess, prioritize, and plan for park/open space acquisition, and for reconstruction of major City facilities and infrastructure</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By January 21, 2020	CS Director	Pat Dreizler Facility Dedication: Present a report to the City Council on potential recreation locations to be named in honor of Redondo Beach resident and former Recreation Director Patricia Dreizler.			X	Presenting to Recreations & Parks Commission at March 11 meeting
2. By March 17, 2020	PW Director, working with CS Director	Skatepark Alternatives: Present to the City Council a report outlining concepts and preliminary cost estimates on alternative skatepark sites and amenities.			X	Consultant completed conceptual plans. Presentation revised to March 31, 2020.
3. By February 26, 2020	CS Director	Wyland Mural Archiving: Report to the Public Art Commission available technologies to archive Wyland Mural #31, "Grey Whale Migration", potential locations for a new Wyland mural, and report recommendations to the City Council.			X	Scheduled for May mtg.
4. By March 17, 2020	PW Director, working with CS Director	Park Conditions Reporting: Present a report to the City Council regarding options for cataloging, reporting and tracking park and park amenities, their condition and maintenance using technology resources.			X	Revised to April 7, 2020
5. On April 14, 2020	PW Director, working with ACM and FS Director	City Facility Funding and Reconstruction Plan Options: Present a high-level report to the City Council regarding possible financing options for the replacement/reconstruction of major City facilities.		X		

THREE-YEAR GOAL: Maintain a high level of public safety with public engagement						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By December 17, 2019	CS Director, working with CD Director, City Attorney and Police Chief	Homelessness Plan Update: Report to the City Council on the status of City's 5-Year Plan to Address Homelessness.	X			
2. By January 13, 2020	CD Director working with PW Director and Fire Chief	Local Hazards Mitigation Plan Presentation: Present to the City Council an overview of the draft Local Hazard Mitigation Plan (LHMP) prior to submission to FEMA and CalOES.	X			Presentation of the LHMP to City Council occurred on February 4, 2020.
3. On February 18, 2020	Fire Chief, working with CM and FS Director	Defibrillators BRR: Present to the City Council a Budget Response Report for replacement of aging defibrillators located in City facilities.			X	Mid-Year Budget will be March 17, 2020
4. On February 18, 2020	Fire Chief, working with CM and FS Director	FD Position Upgrades BRR: Present to the City Council a Budget Response Report regarding the cost and impact of upgrading all remaining Firefighter positions to Firefighter/Paramedic positions.			X	Mid-Year Budget will be March 17, 2020
5. By March 2, 2020	Fire Chief, working with CM	FD Review: Present to the City Council options for conducting a third party review of the Fire Department.			X	Mid-Year Budget will be March 17, 2020
6. By March 17, 2020	Police Chief, working with FS and IT Directors	Police Camera Technology: Research and implement body worn and in-car camera technologies and prepare a Mid-Year budget Response Report for City Council review.		X		BRR is submitted, RFP complete and vendor selected. CA's office is reviewing contract for March 17 th meeting.
7. By April 7, 2020	Library Director	Library Staff Online Training: Implement an online training program for public services library staff on how to effectively interact with homeless patrons in the library.		X		Majority of assigned staff have begun training; fifteen have completed.
8. By April 7, 2020	PW Director	LED Stop Signs: Present to the City Council a status report on the installation of LED stop signs.		X		
9. By April 7, 2020	Police Chief, working with CS Director	Deploy the Community Police Sub Station: Finish the build out of the new community engagement trailer (Community Police Substation) recently purchased by the Police Foundation and deploy it at least once in every district		X		Still awaiting delivery
10. By April 15, 2020	CD Director	Supplemental Code Enforcement Staffing: Explore the cost and possible use of part-time or contract services to assist with City Code Enforcement efforts.		X		
11. By March 17, 2020	Police and Fire Chiefs, working with FS Director and CMI	RCC Quote: Present to City Council the information received from RCC following the request for a formal quote for Police and Fire Dispatch services and explore other forms of regionalized communication.		X		Initial report is back from RCC. CM and Chief to meeting with mayor and councilmembers to detail the findings.

THREE-YEAR GOAL: Other						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. On December 17, 2019	CM working with State and Federal Legislative Advocates	State and Federal Legislative Advocates Contracts: Prepare a report for City Council action for possible continuation of contracts for State and Federal Legislative advocacy services.	X			
2. On March 17, 2020	City Clerk, working with City Attorney and CM	Manhattan Beach Sunshine Policy and Packet Distribution: Provide a report to City Council on the history and content of the Manhattan Beach Sunshine policy including possible earlier distribution of the City Council packet. Follow-up on Moss Adams Internal Controls Recommendations:			X	Rescheduled for April 21, 2020
3. By January 31, 2020	FS Director working with City Clerk and City Treasurer	1. Financial Reporting to the City Clerk and the City Treasurer: As recommended by Moss Adams, establish regular financial reporting by the Financial Services Department to the City Clerk and the City Treasurer for identification/analysis of any irregularities or significant changes.	X			Provided monthly to the City Clerk are expenditure reports, copies of manual journal entries, and a listing of outstanding purchase orders. Notification of vendor setup additions/changes are provided on an ongoing basis. Provided monthly to the City Treasurer are property tax remittance advices, revenue and expenditure reports, cash account trial balances, accounts payable check registers, daily cash reports, and cash reconciliations.
4. By February 29, 2020	FS Director working with HR Director	2. Pay Code Creation Request Form: Develop a pay code creation request form to be completed by the Human Resources Department for use by payroll staff within the Financial Services Department when creating new pay codes, to assist in the collaboration recommended by Moss Adams.	X			A pay code creation request form has been developed and will be used for the next request.
5. By April 7, 2020	FS Director working with City Clerk, City Treasurer, City Attorney and CM	3. Ordinance to Establish the Financial Services Department: As recommended by Moss Adams, prepare an ordinance for City Council consideration which establishes a Financial Services Department and defines its powers and duties as encompassing the tactical operations of financial management in the City, including a formal delegation of financial activities from the City Clerk and the City Treasurer.		X		
6. By April 15, 2020	FS Director working with HR Director	4. Munis Employee Pay and Master File Access Limitations: In conjunction with the implementation of the Employee Self-Service (ESS) Munis module, adjust payroll staff's access to Munis employee pay and master files as recommended by Moss Adams.		X		