



# Administrative Report

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P.1., File # 20-1296

Meeting Date: 9/1/2020

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**To: MAYOR AND CITY COUNCIL**

**From: JOE HOEFGEN, CITY MANAGER**

## **TITLE**

DISCUSSION AND CONSIDERATION OF A TIME AND DATE FOR THE CITY'S NEXT STRATEGIC PLANNING SESSION

## **EXECUTIVE SUMMARY**

Dating back to 1998, the City Council has conducted Strategic Planning Sessions every six months. The last Strategic Planning Session occurred on October 22, 2019. Unfortunately, due to disruption caused by the COVID-19 public health emergency, we were unable to schedule the spring Strategic Planning Session. This report identifies some possible dates and times for a future Strategic Planning Session.

In reviewing the availability of the facilitator and Department Heads, there are three possible dates/time periods for the next Strategic Planning Session as follows:

- a. Thursday, October 29      10:00 am to 3:00 pm
- b. Thursday, November 12    10:00 am to 3:00 pm; or 3:00 pm to 8:00 pm *(if Budget & Finance Commission meeting is rescheduled)*
- c. Monday, November 16      10:00 am to 3:00 pm; or 3:00 pm to 8:00 pm

It is envisioned that this will be a remote meeting via Zoom and the facilitator, Kathleen Terry, is experienced with this meeting format. As additional background information, attached to this report are (1) the minutes from the most recent Strategic Planning Session of October 22, 2019, (2) SWOT Analysis from the October 22, 2019 Strategic Planning Session, (3) a copy of the Administrative Report on the adoption of the Strategic Plan during the December 10, 2019 City Council meeting, (4) pertinent minutes of the December 10, 2019 City Council meeting, and (5) the latest Strategic Plan Update approved during the March 17, 2020 City Council Meeting.

The attachments include the minutes of the December 10, 2019 City Council meeting at which time the City Council voted 4-1 (Nehrenheim voting no) to seek input from City Commissions related to options for the 10-year goals. Much of that work has been completed and a follow-up report will be prepared to share with the City Council this particular input. This can occur sometime prior to holding a Strategic Planning Session on either October 29<sup>th</sup>, November 12<sup>th</sup>, or November 16<sup>th</sup>.

## **ATTACHMENTS**

Minutes of the October 22, 2019 Strategic Planning Session  
SWOT Analysis, October 22, 2019 Strategic Planning Session  
Administrative Report of the Adoption of the Strategic Plan, December 10, 2019  
Pertinent Minutes of the December 10, 2019 City Council Meeting  
Strategic Plan Update, March 17, 2020



**A. CALL MEETING TO ORDER**

An Adjourned Regular Meeting of the Redondo Beach City Council was called to order by Mayor Pro Tem Loewenstein at 3:00 p.m. in the City Hall Council Chamber, 415 Diamond Street, Redondo Beach, California.

**B. ROLL CALL**

|                         |   |
|-------------------------|---|
| Councilmembers Present: | Nehrenheim, Loewenstein, Horvath, Gran,   |
| Councilmembers Absent:  | Emdee, Mayor Brand  |
| Officials Present:      | Eleanor Manzano, City Clerk<br>Joe Hoefgen, City Manager<br>Diane Cleary, Minutes Clerk |

**C. SALUTE TO THE FLAG AND INVOCATION**

At the request of Mayor Pro Tem Loewenstein, the audience and Councilmembers rose to salute the flag followed by a moment of silence.

**D. PRESENTATIONS/PROCLAMATIONS/ANNOUNCEMENTS – NONE**

**E. APPROVAL OF ORDER OF AGENDA**

Motion by Councilmember Gran, seconded by Councilmember Horvath, to approve the Order of Agenda as presented. Motion carried unanimously.

**F. AGENCY RECESS – NONE**

**G. BLUE FOLDER ITEMS – ADDITIONAL BACK UP MATERIALS**

Motion by Councilmember Horvath, seconded by Councilmember Gran, to receive and file additional materials for Agenda Item N.1. Motion carried unanimously.

**H. CONSENT CALENDAR**

**H.1. APPROVE AFFIDAVIT OF POSTING FOR THE CITY COUNCIL ADJOURNED REGULAR MEETING OF OCTOBER 22, 2019.**

CONTACT: ELEANOR MANZANO, CITY CLERK

**H.2. APPROVE MOTION TO READ BY TITLE ONLY AND WAIVE FURTHER READING OF ALL ORDINANCES AND RESOLUTIONS LISTED ON THE AGENDA.**

CONTACT: ELEANOR MANZANO, CITY CLERK

Motion by Councilmember Horvath, seconded by Councilmember Gran, to approve Consent Calendar items H.1 and H.2. Motion carried unanimously.

**I. EXCLUDED CONSENT CALENDAR ITEMS - NONE**

## **J. PUBLIC PARTICIPATION ON NON-AGENDA ITEMS**

Mayor Pro Tem Loewenstein called for public comment.

Galen Hunter spoke on a report that he published on his website regarding the cleanup according to the historic specifications of the AES site, and to claim the area as an historic wetland park.

Motion by Councilmember Horvath, seconded by Councilmember Nehrenheim, to extend Mr. Hunter's time. Motion carried unanimously.

There being no one else wishing to comment, Mayor Pro Tem Loewenstein closed the public comment period.

## **K. EX PARTE COMMUNICATIONS – NONE**

## **L. RECESS: 3:08 P.M.**

## **M. RECONVENE (MAIN LIBRARY, 303 N. PACIFIC COAST HIGHWAY, 2<sup>ND</sup> FLOOR): 3:20 P.M.**

### **ROLL CALL**

|                         |   |
|-------------------------|---|
| Councilmembers Present: | Nehrenheim, Loewenstein, Horvath, Gran, Emdee, Mayor Brand  |
| Councilmembers Absent:  | None  |
| Officials Present:      | Michael W. Webb, City Attorney<br>Eleanor Manzano, City Clerk<br>Joe Hoefgen, City Manager<br>Diane Cleary, Minutes Clerk |

## **PUBLIC PARTICIPATION ON NON-AGENDA ITEMS:**

Mayor Brand called for public comment.

Sheila Lamb, District 4, referred to the 3-year goals and supported upgrading the City Website using the state of the art technology with user experience, prepare for 5G, community engagement, and engage a community relations professional.

Sara Burns, District 1, read her statement, spoke on her concerns in the City and supported good sound goals.

Matt Hinsley, District 3, suggested the City adopt rules regarding meetings on how they are conducted, spoke on the Moss Adams report and recommendations including charter revisions.

There being no one else wishing to comment, Mayor Brand closed the public comment period.

## **N. ITEMS FOR DISCUSSION PRIOR TO ACTION**

### **N.1 DISCUSSION AND POSSIBLE ACTION REGARDING THE CITY OF REDONDO BEACH CITY COUNCIL STRATEGIC PLAN MISSION, VISION, VALUES, GOALS, AND OBJECTIVES**

Facilitator Kathleen Terry spoke on the agenda as follows:

- Strategic outcomes, goals – the Mayor and City Councilmembers will review the 10-year goals established in 2016 and establish the next 3-year goals for City Manager and staff, with objectives to take back for the six months.
- Suggested ground rules

- Highlight accomplishments
- One thing I'd like to say...
  - Mayor Brand – savings of over \$5M due to staff work over the last six months
  - Councilmember Loewenstein – passing smoking ban for public places as well as addressing vaping and flavored tobacco on the retail level
  - City Manager Hoefgen – successful Beach Live Festival
  - Assistant City Manager Witzansky – adopted a structured balanced budget
  - Councilmember Horvath – created a pilot program supplemented with the homelessness plan
  - Councilmember Gran – moved forward with the Galleria
  - Mayor Brand – teamwork with staff, Police Department, City Attorney's Office – huge impact on homelessness
  - Assistant City Attorney Park – won lawsuit - preserve rights of own election
  - Community Development Director Forbes – great collaboration addressing different proposed legislation – not taking away local control, tracking RHNA allocation
  - Waterfront and Economic Development Director Proud – \$10M for roadway work and infrastructure improvement awarded
- Agenda for the Evening
- Conducting a SWOT Analysis
  - Strategic analysis, internal, external, strengths, weaknesses, opportunities, threats
- Conduct a SWOT analysis to:
  - Identify the cities current internal strengths and challenges and
  - External opportunities and threats (i.e., economic, political, demographic, technological, environmental) that will/might have an impact on the City of Redondo Beach in next 3-5 years
- Strengths:
  - Solid staff and dedicated
  - Institutional memory/knowledge
  - Diverse infrastructure for population size
  - Empowered
  - Fiscally responsible
  - Increased automation and function
  - Responsive (residents)
  - Staff well trained
  - Transparent city
  - Creative minds
  - Collaborative
  - Grant writing
  - Stable management team
  - Depth of Knowledge
  - Local control at elections
  - Department head longevity
  - Dedicated planning process
  - Engaged public
  - Unique assets (natural and manmade)
  - Good relations with other elected officials all levels
  - Healthy CIP
  - Desirable location
  - Excellent IT Department
  - Security awareness
- Weaknesses:
  - Minimal staffing
  - CalPERS funding next 10 years

- Enforcement of codes
- Lack of promotional opportunities for staff
- Lack of staff resources
- Limited revenue
- Lack of external communication with public
- Lack of funding for “additional” capital infrastructure
- Structural deficit pressure (CalPERS Inc.) – continued risk needs to be revisited
- Labor strike
- Outdated muni code areas
- Speed of government
- Supplanting part-time for full-time employees
- Poor/aging City facilities

Councilmember Emdee questioned being fiscally great and having structural deficit at the same time. Assistant City Manager Witzansky stated the City has a structurally balanced budget for now but there are ongoing pension costs going forward.

In response to Mayor Brand, Assistant City Manager Witzansky stated the City can have a balanced budget without being in structural balance by using one-time funds to close the gap between ongoing revenues and ongoing expenses. He pointed out that this didn't have to be done this year due to creating structural savings to match structural revenues.

Councilmember Emdee stated that structural deficits would not speak to what is being addressed.

Mayor Brand stated a fiscal structural deficit was balanced and supported getting credit for it.

Councilmember Horvath believed the real weakness is the City not being able to keep up with the growing expenditures.

City Manager Hoefgen stated technically the City has a balanced budget right now but there is a continuing risk of a structural deficit which has to be revisited each year.

Councilmember Loewenstein stated the City has a current healthy CIP but with lack of funding for capital infrastructure.

Councilmember Horvath agreed there is a healthy CIP and lack of funding for all “additional” capital infrastructure.

In response to Councilmember Nehrenheim regarding how much money is put in the CIP, Assistant City Manager Witzansky explained that typically at year end \$1M has been allocated to the future years CIP.

- Opportunities
  - Fiber (5G) and public private partnerships
  - De-industrialization of the waterfront
  - ROW – Edison getting rid of wires
  - Proximity to major job centers (a.k.a. Silicon Beach)
  - Broadband
  - Outside \$\$\$ - grant money
  - Revitalize the waterfront
  - Future land acquisition and development
  - New staff and new ideas
  - Enhanced City Council Chambers

- Opportunity for better communication with public and engagement
- Potential new revenue sources
- Transportation and transit/New Transit Center
- Collaboration with outside agencies
- Installation of recycled water in City
- Revitalize Galleria
- Enhanced emergency preparedness
- Paperless/permits online
- General Plan update, Artesia Aviation Corridor
- Special Events
- Threats
  - Unfunded mandates by state, loss of local control
  - Lawsuits
  - Pension liabilities
  - Possible recession
  - Natural disasters
  - National political division
  - Social media mobs
  - Local political division
  - Climate change
  - Cyber threats
  - Misinformation
  - Terrorism
  - Trade wars
  - Homelessness
  - Sea level rise
  - Loss of federal funding
  - Lack of approved waterfront projects
  - Traffic
  - Potential County or State tax measure
  - Declining interest rates
- What Can We Do?
  - What do you think are the cities three most important challenges facing our city in the next 3-5 years:
    - Group 1
      - Budget challenges, Pers, revenues, recession worry
    - Group 2
      - Budget (increasing expenditures, lack of revenue)
    - Group 3
      - Planning and implementation of waterfront including AES and SCE
    - Group 4
      - De-industrialization of AES corridor
      - Threat of cyber attacks
      - Pier corridor
    - Group 5
      - Financial sustainability
      - Long-term quality of life visioning and engagement of community
    - Group 6
      - Ongoing pension liability

- Aging infrastructures – police station, city hall
- Group 7
  - CalPERS liability and other increasing costs to the City
  - Aging infrastructure, special facilities infrastructure
  - New sources of revenue
- Other
  - Homelessness
  - Climate change
  - Loss of local control
  - Maintain public safety standards to preserve quality of life
  - More demands from public and Council with diminishing staff
- Using information from the SWOT Analysis and reviewing the 10-year and 3-year goals identified in 2016 agreed upon 10-year and 3-year goals
  - Mission
  - Vision
  - Redondo Beach City Core Values
  - The Process
  - Reach Consensus on Approach to how to set 10-year and 3-year goals
- Councilmember Horvath presented a proposal on revised 10-year goals and discussed the following:
  - Ensure Long-Term financial sustainability through robust economic development, public infrastructure investments and other strategies
    - Economic development
    - Infrastructure investments
    - Other financial sustainable measures
  - Ensure environmental sustainability, livability, public health and safety by evaluating all policy and operational decisions through the lens of a climate emergency
  - Enact enhanced multi-modal mobility and connectivity plan
  - Create and execute innovative and cost-effective public safety, health/well being and quality of life policy initiatives
  - Streamline governmental processes with improved efficiency, resilience, responsiveness, transparency and accessibility
  - Create long-term planning, housing & equity policies that preserve or enhance future quality of life for ALL residents
  - Explore policy decision
  - Explain and engage with the public
  - Enact
  - Six goals centered around policy directives

Councilmember Gran believed that these are more like destination points rather than goals and suggested discussing more specific dates and smaller steps.

Mayor Brand questioned the City being a premier location on the west coast, stated the goals need cleaning up, stated people would understand the revitalization of the three areas discussed, but stated the public may not understand the new 10-year goals.

Councilmember Emdee agreed with cleaning up the goals, supported having an economic engine and economic development and not losing money, and stated overall the new 10-year goals are very good.

Councilmember Loewenstein stated the 10-year goals are strategic and the 3-year goals are milestones, but supported having something to start working with and laying out the vision.

Councilmember Nehrenheim stated the City is a beach community along the coastline and has a specific character and personality, and the 10-year goals should reflect enhancing long-term of this character and personality. He said the 3-year goals address targeting specific areas such as the waterfront and harbor specializing in coastal recreational activities. He said the 10-year goals are good but are applicable to all cities which are long-term and the 3-year goals are more tactical.

Councilmember Gran stated he liked a more standard structure as sub goals to work under which is more comprehensive and keeping more focused on local items. He also stated he liked the new 10-year goals which are a larger piece and more focused in on different pieces.

Councilmember Horvath stated he is shifting to policy because he believed the Council could come to consensus on policy ideas, especially as it relates to the mission statement, creating an umbrella encompassing everybody and looking at items to focus on and creating a roadmap. He also said this may allow staff to come to Council with creative ideas on how to get there.

Mayor Brand questioned how staff would respond to the new 10-year goals and expressed concern with the product to the public and staff.

City Manager Hoefgen stated this makes it more of a policy-oriented document, with longer term and shorter term goals, and what would be needed for a work program and the steps needed in achieving the longer term and shorter term goals. He said anything brought forward should be documented and consistent with the Strategic Plan.

Library Director Anderson supported the goals and stated they could fit within her department as did the prior 10-year goals.

Community Development Director Forbes supported this having a place in the bigger picture for the longer term and stated some of the 3-year goals are not matching up to the bigger picture.

Assistant City Manager Witzansky explained that words matter such as premier, robust, ensure which are strong words and imply certain things. He suggested shying away from some of these words and also stated the new list feels more like a policy and only works if the entire Council supports the goals.

Councilmember Emdee stated what they have now isn't working and supported trying the new list.

Councilmember Nehrenheim stated the 10-year goals are part of the waterfront but said the problem is items are now out of sync. He also expressed concern with having a policy directive, noting residents are looking for action, and pointed out that enforcement is important.

Councilmember Nehrenheim proposed having a Council meeting specifically to very broad 10-year goals where all Councilmembers could submit their information and discussion, supported the 10-year and 3-year goals and moving forward from there. He also supported having public input.

Councilmember Loewenstein agreed and also supported having public input.

Councilmember Emdee suggested having another Strategic Planning meeting, noting a decision cannot take place at a Council meeting.

Councilmember Horvath proposed to add this as another alternative.

Assistant City Manager Witzansky stated the primary objectives tonight are to revisit this, establish new 3-year goals and consider carryover objectives, and said there is always an opportunity to make amendments when the item comes back to Council.

City Manager Hoefgen reviewed the process, noting Council tries to reach consensus, becoming a draft plan, going to a City Council meeting with changes and not adopted until a vote in a public setting. He agreed that this item would be difficult to do at a regular Council meeting.

Councilmember Emdee suggested coming up with the 10-year goals and then fit three 3-goals underneath.

Councilmember Nehrenheim suggested having a special meeting workshop as one item with public comment.

Councilmember Loewenstein agreed with having a meeting in the middle of the month and expressed concern with making a decision tonight without having enough public input.

Councilmember Gran expressed concern with just moving around the higher level pieces and suggested putting out a work plan for staff.

#### **RECESS: 5:16 p.m.**

A recess was taken for a dinner break.

#### **RECONVENE: 5:41 p.m.**

#### **ROLL CALL**

|                         |   |
|-------------------------|---|
| Councilmembers Present: | Nehrenheim, Loewenstein, Horvath, Gran, Emdee, Mayor Brand  |
| Councilmembers Absent:  | None  |
| Officials Present:      | Michael W. Webb, City Attorney<br>Eleanor Manzano, City Clerk<br>Joe Hoefgen, City Manager<br>Diane Cleary, Minutes Clerk |

#### **PUBLIC PARTICIPATION:**

John Simpson, GPAC, Public Works Commission, did not understand a premier location on the west coast, supported policy-based goals with some wordsmithing, supported Councilmember Horvath's approach and urged getting the right language tonight.

Redondo Union High School students supported having an environmental commission for the City, and spoke on sea level rise, climate change and supported preserving the environment.

Roger Carlson, District 3, Harbor Commission, supported having an environmental commission, referred to a letter from the Harbor Commission regarding six month goals to include the white sea bass funding, a moon stone park plan, a plan for the boat ramp at the Joe's crab shack site, and looking at a master plan of the entire area of harbor.

Mark Hansen, King Harbor Boater, supported the Harbor Commission's recommendations to include a boat ramp at Joe's Crab Shack, a Mole B Master Plan, a White Sea Bass Program and a public boat ramp and public dry storage.

Eugene Solomon, Budget and Finance Commission, supported goals and setting a date, putting in steps, noted challenges and weaknesses are fiscal and financial, reviewed moderate to high level occurrences and impacts, asked to prioritize changes and adjustments addressed in the procedures and protocols in

the Moss Adams report, and supported Council addressing the roles and responsibilities to include charter changes, Municipal Code changes or policy changes. He suggested starting with cleaning up some of the Municipal Code and giving people clearly identifiable roles and responsibilities.

Members of the United Local 11 Hospitality and Restaurant Union representing workers at the Crowne Plaza Redondo Beach requested better benefits and working conditions.

Gary Mlynek, Redondo Beach, District 5, supported the Strategic Plan which is good for the community and addressing concerns, agreed with having a boat launch ramp and creating revenue.

**Choices:**

1. Consider six policy items created by Councilmember Horvath and see how 10-year goals fit
2. Postpone to another City Council dedicated meeting (special meeting) focused on the 10-year plan by Councilmember Horvath
3. Use existing 10- and 3-year goals, revamp, rework, change and use the current process
4. Just focus on 3-year goals and table the 10-year goals

Councilmember Loewenstein supported postponing and not committing to 3-year goals set without having 10-year goals.

Councilmember Horvath supported #1.

Councilmember Gran supported #1.

Councilmember Nehrenheim supported #2.

Councilmember Emdee supported #1.

Mayor Brand supported #2.

**New 10-Year Goals:**

After discussion, the following language was agreed upon for the revised 10-year goals:

Through community engagement:

1. Ensure long term financial security/stability.
2. Foster environmental sustainability and livability.
3. Prepare and enact a comprehensive transportation and mobility plan.
4. Implement innovative public safety, health/well being and quality of life policy initiatives.
5. Equitably streamlined organizational processes to improve efficiency, transparency and accessibility for the entire city.

Councilmember Loewenstein suggested obtaining community feedback on the 10-year goals first, give staff guidance on the six-month objectives and leave the current 3-year goals in place for now.

**Six-Month Strategic Objectives:**

- Modernize City Communications Systems
  - Tyler Technologies – revised – done
  - Payroll systems upgrades – revised – done
  - Building and planning permit requirements checklist – revised
  - Regional broadband – on target
  - Library meeting room broadcast updates – on target
- Vitalize the Waterfront, Artesia Corridor, Riviera Village and South Bay Galleria
  - Artesia/Aviation corridor area plan – revised

- Grant applications – revised
- Market survey – revised
- Pier sails public art project – on target
- 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
  - SCE transmission corridor method of services study – revised
  - Bike path extension – revised
  - Park facilities assessment report – revised
  - Leadership RB K9 site – on target
- Maintain a high level of public safety with public engagement
  - Parking analysis – revised
  - Deploy community police substation – revised homeless action plan – revised
  - Emergency notification system – on target

### **Three Year Goals (2016-2019)**

1. Modernize City Communications System
  - a. Replacing communication system
  - b. Feasibility of emergency warning system
  - c. Continuation of Communications Task Force
2. Vitalize the Waterfront, Artesia Corridor, Riviera Village and South Bay Galleria
  - a. Engage West Basin for water bottle filling station NRBBP
  - b. Explore details of Mole B public boat launch ramp
  - c. Mole B Moon Stone Park Plan
  - d. Report on the feasibility analysis for installation of potential sea lab
  - e. Plan to make the RV more walkable
  - f. Mobility review of Artesia corridor as well
3. Ensure sustainability, livability, and health by completing the General Plan update and by implementing environmentally responsible programs
  - a. Grant funding for residential design guidelines
  - b. Housing elements update
  - c. Revising the ADU Ordinance in line with the state
  - d. Brief on adopted and signed legislation at the state level SB330
  - e. Options regarding an Environmental Commission
  - f. Environmental accomplishments
  - g. Reassess CDBG funding
  - h. Strategies regarding existing RHNA process
4. Assess, prioritize, and plan for park/open space acquisition and for reconstruction of major City facilities and infrastructure
  - a. Present financing options for the replacement of city facilities
  - b. Report on skatepark amenities
  - c. Methods to archive the Wyland mural
  - d. Options renaming Pat Dreizler on park facilities
5. Maintain a high level of public safety with public engagement
  - a. Library staff online training about interacting with homeless patrons in the library
  - b. Schedule a review of LHMP before City Council prior to submission to FEMA
  - c. Budget Response for replacement of defibrillators
  - d. Upgrade firefighter positions to paramedic positions Advanced Life Support
  - e. Bring option report to City Council regarding internal review of operations and services of the Fire Department
  - f. Explore the use of part-time help for Code Enforcement needs
  - g. Research and implement body worn cameras and in car cameras program

h. Status report on the LED lights process

**Miscellaneous Goals:**

- Status report on the Moss Adams suggestions
- Reevaluate City Charter for potential simplification and reevaluate Municipal Code
- Explore having a Sunshine Ordinance
- Continual update on the status of the EIFD to Council
- Contract options for state and federal lobbyists
- Update on the Roberts Rules of Order

**Summary:**

- Get community feedback from public on the 10-year goals
- Create a report of 10-year and 3-year goals
- Focus on using same 3-year goals
- Staff direction for next six months
- Staff come back to Council with objectives and six-month plan for review
- 10-year draft come back at a separate time for consideration
- Six-month objectives plugged into the existing 3-year goals for the Strategic Plan
- After receiving public input on the 10-year goals, Council will have input from the public to work from the goals and then establish 3-year goals at the following Strategic Planning Session

Mayor Brand believed this has been the best Strategic Planning session that has taken place and thanked Ms. Terry for her help and the process.

**O. ADJOURNMENT: 8:13 p.m.**

There being no further business to come before the City Council, Motion by Councilmember Gran, seconded by Councilmember Loewenstein, to adjourn the meeting at 8:13 p.m. to An Adjourned Regular meeting to be held at 4:30 p.m. (Closed Session) and a Regular meeting to be held at 6:00 p.m. (Open Session) on Tuesday, November 5, 2019, in the Redondo Beach City Hall Council Chamber, 415 Diamond Street, Redondo Beach, California. Motion carried unanimously.

Respectfully submitted,

  
Eleanor Manzano, City Clerk

# Strategic Planning

## October 22, 2019

### *SWOT Analysis*

#### Strengths:

- Solid staff and dedicated
- Institutional memory/knowledge
- Diverse infrastructure for population size
- Empowered
- Fiscally responsible
- Increased automation and function
- Responsive (residents)
- Staff well trained
- Transparent
- Creative minds
- Collaborative
- Grant writing
- Stable management team
- Depth of Knowledge
- Local control elections
- Department head longevity
- Dedicated planning process
- Engaged public
- Unique assets (natural and manmade)
- Good relations with other elected officials at all levels
- Healthy CIP
- Desirable location
- Excellent IT Department
- Security awareness

#### Weaknesses:

- Minimal staffing
- CalPERS funding next 10 years
- Enforcement of codes
- Lack of promotional opportunities for staff
- Lack of staff resources
- Limited revenues
- Lack of external communication with public
- Lack of funding for additional capital infrastructure
- Structural deficit Pressure (CalPERS Inc.) – continued risk needs to be revisited
- Labor strife
- Outdated muni code areas
- Speed of government
- Supplanting part-time for full-time employees
- Poor/aging City facilities

## Opportunities

- Fiber (5G) public private partnership
- De-industrialization of the waterfront
- ROW – Edison getting rid of wires
- Proximity to major job centers (a.k.a. Silicon Beach)
- Broadband
- Outside \$\$\$ - grant money
- Revitalize waterfront
- Future land acquisition / development
- New staff and new ideas
- Enhanced City Council Chambers
- Opportunity for better communication with public and engagement
- Potential new revenue sources
- Transportation and transit / New Transit Center
- Collaboration with outside agencies
- Installation of recycled water in city
- Revitalize Galleria
- Enhanced emergency preparedness
- Paperless/permits online
- General Plan update, Artesia Aviation Corridor
- Special Events

## Threats

- Unfunded mandates by State, and loss of local control
- Lawsuits
- Pension liabilities
- Possible Recession
- Natural disasters
- National political division
- Social media mobs
- Local political division
- Climate change
- Cyber threats
- Misinformation
- Terrorism
- Trade wars
- Homelessness
- Sea level rise
- Loss of federal funding
- Lack of approved waterfront project
- Traffic
- Potential County or State tax measures
- Declining interest rates



# Administrative Report

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M.1., File # 19-0447

Meeting Date: 12/10/2019

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**To: MAYOR AND CITY COUNCIL**

**From: JOE HOEFGEN, CITY MANAGER**

## **TITLE**

DISCUSSION AND POSSIBLE ACTION ON THE CITY'S 10-YEAR GOALS, THREE-YEAR GOALS AND SIX-MONTH OBJECTIVES AS DISCUSSED AT THE OCTOBER 22, 2019 STRATEGIC PLANNING SESSION

## **EXECUTIVE SUMMARY**

On October 22, 2019, as part of its bi-annual Strategic Planning Session, the City Council began preparation of the City's next Strategic Plan. At this meeting, the City Council reviewed 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.

As referenced above, through an iterative process, the City Council identified possible 10-year goals for further consideration 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

The City Council opted to leave in place the previously approved three-year goals with the option of modifying them after further public review and adoption of the 10-year goals.

As a result, the three-year goals for 2019-2022 remain as follows (not in priority order):

- Modernize City communication systems
- Vitalize the Waterfront, Riviera Village, Artesia Corridor, 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<sup>nd</sup> meeting, the City Council identified six-month objectives covering the October 15, 2019 until April 15, 2020 time period with the above three-year goals. In addition, there were a few objectives included in an additional category entitled “other.” The draft objectives are included in the attached Strategic Plan matrix with more complete descriptions/target dates for City Council review and approval at this time. As a final note, the results of the City’s SWOT analysis are included as an attachment to this report.

As a reminder, the city’s Core Values with clarifying statements are set forth below:

The City of Redondo Beach values

**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.

In terms of next steps, staff recommends that the City Council (1) provide direction and approve the six-month objectives, (2) provide direction on any additional language changes to the newly drafted 10-year goals, and (3) review and modify as needed the three-year goals. Following City Council adoption of the Strategic Plan, periodic progress reports will be provided to the City Council on the six-month objectives and staff liaisons will provide similar reports to City Commissions as part of their ongoing work.

The City Council has not set the date and time of the next Strategic Planning Session in April 2020.

### **COORDINATION**

Each department responsible for specific objectives within the Strategic Plan has reviewed the document and provided support for this recommendation.

### **FISCAL IMPACT**

Funds for activities related to Strategic Planning are included in the Mayor and City Council FY 2019-2020 Budget.

### **ATTACHMENTS**

Strategic Plan Six-Month Objectives December 3, 2019  
October 22, 2019 Strategic Planning Session SWOT Analysis



# Administrative Report

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P.2., File #19-0447

Council Action Date: 12/3/2019

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**To: MAYOR AND CITY COUNCIL**

**From: JOE HOEFGEN, CITY MANAGER**

## **TITLE**

DISCUSSION AND POSSIBLE ACTION ON THE CITY'S 10-YEAR GOALS, THREE-YEAR GOALS AND SIX-MONTH OBJECTIVES AS DISCUSSED AT THE OCTOBER 22, 2019 STRATEGIC PLANNING SESSION

## **EXECUTIVE SUMMARY**

On October 22, 2019, as part of its bi-annual Strategic Planning Session, the City Council began preparation of the City's next Strategic Plan. At this meeting, the City Council reviewed 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.

As referenced above, through an iterative process, the City Council identified possible 10-year goals for further consideration 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

The City Council opted to leave in place the previously approved three-year goals with the option of modifying them after further public review and adoption of the 10-year goals.

As a result, the three-year goals for 2019-2022 remain as follows (not in priority order):

- Modernize City communication systems
- Vitalize the Waterfront, Riviera Village, Artesia Corridor, 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<sup>nd</sup> meeting, the City Council identified six-month objectives covering the October 15, 2019 until April 15, 2020 time period with the above three-year goals. In addition, there were a few objectives included in an additional category entitled “other.” The draft objectives are included in the attached Strategic Plan matrix with more complete descriptions/target dates for City Council review and approval at this time. As a final note, the results of the City’s SWOT analysis are included as an attachment to this report.

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In terms of next steps, staff recommends that the City Council (1) provide direction and approve the six-month objectives, (2) provide direction on any additional language changes to the newly drafted 10-year goals, and (3) review and modify as needed the three-year goals. Following City Council adoption of the Strategic Plan, periodic progress reports will be provided to the City Council on the six-month objectives and staff liaisons will provide similar reports to City Commissions as part of their ongoing work.

The City Council has not set the date and time of the next Strategic Planning Session in April 2020.

### **COORDINATION**

Each department responsible for specific objectives within the Strategic Plan has reviewed the document and provided support for this recommendation.

### **FISCAL IMPACT**

Funds for activities related to Strategic Planning are included in the Mayor and City Council FY 2019-2020 Budget.

### **ATTACHMENTS**

Strategic Plan Six-Month Objectives December 3, 2019

October 22, 2019 Strategic Planning Session SWOT Analysis

# 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: <b><i>Modernize City communication systems</i></b> |   |  |        |           |         |   |  |
|---|---|--|--------|-----------|---------|---|--|
| WHEN  | WHO   | WHAT   | STATUS |           |         | COMMENTS  |  |
|   |   |  | DONE   | ON TARGET | REVISED |   |  |
| 1.<br>Ongoing   | IT Director, working with several departments, SBCCOG staff and consultants         | <b>Regional Broadband:</b> Continue involvement in the development of the South Bay Fiber Network (SBN) with the City of Redondo Beach actively participating in the plan.   |        |           |         |   |  |
| 2.<br>By January 31, 2020   | Fire Chief, working with LA County Beaches and Harbor, RB IT, City Attorney, and CM | <b>Review of BEELS:</b> 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.  |        |           |         |   |  |
| 3.<br>By January 31, 2020   | City Clerk, working with CS and IT Director   | <b>Election Voter Outreach.</b> 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.  |        |           |         |   |  |
| 4.<br>By March 15, 2020   | CD Director, working with IT Director   | <b>Building and Planning Permit Requirements Checklist:</b> 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.   |        |           |         |   |  |
| 5.<br>By April 15, 2020   | City Manager working with IT and Library Directors                                  | <b>Communications Task Force:</b> Conduct meetings of the previously appointed task force focused on ways to improve and enhance City communication systems  |        |           |         |   |  |
| 6.<br>By April 15, 2020   | IT Director, working with all City departments                                      | <b>Phone System Replacement:</b> Present to the City Council for consideration a replacement for the City's current, aging telecommunications system.  |        |           |         | Analysis and RFP development under way.   |  |
| 7.<br>By April 15, 2020   | IT Director, working with CD, PW and FS Directors                                   | <b>Tyler Munis Building Permits Re-implementation:</b> Re-implement building permits module to current standards which will enable the following:<br><ol style="list-style-type: none"> <li>1. Code Enforcement module implementation</li> <li>2. Building Permits online Citizen Self Service Portal</li> <li>3. Building Inspector real-time remote access to Building Permit system</li> <li>4. Creation of Engineering electronic permit forms</li> <li>5. Integration with City GIS system</li> </ol> |        |           |         | Kick-off meetings scheduled for early December. Implementation begins mid-December with additional milestones determined in the coming weeks. |  |
| 8.<br>By April 15, 2020   | IT Director working with FS, HR Directors and all City Departments                  | <b>Tyler Munis Payroll System Upgrades:</b> Implement Munis Executime Time & Attendance module to enable daily time entry and ongoing time entry tracking and management.  |        |           |         |   |  |

|                          |  |   |  |  |  |  |
|--------------------------|--|---|--|--|--|--|
| 9.<br>By April 15, 2020  | IT Director working with<br>FS, HR Directors and<br>all City Departments | <b>Tyler Munis Employee Self-Service:</b> Implement self-service portal which will allow employees access to accrual inquiry, pay history, update W2/W4 information, address changes etc. |  |  |  |  |
| 10.<br>By April 15, 2020 | IT Director working with<br>FS Director                                  | <b>Tyler Munis Business License:</b> Tyler staff to perform Investment Analysis of Business License module to outline opportunities for business process and functionality improvements.  |  |  |  |  |

THREE-YEAR GOAL: ***Vitalize the Waterfront, Artesia Corridor, Riviera Village and South Bay Galleria***

| WHEN                       | WHO   | WHAT   | STATUS |           |         | COMMENTS |
|----------------------------|---|--|--------|-----------|---------|----------|
|                            |   |  | DONE   | ON TARGET | REVISED |          |
| 1.<br>By December 17, 2019 | WED Director  | <b>EIFD Formation Status:</b> Provide an update to the City Council on the status of the Enhanced Infrastructure Financing District (EIFD) along Herondo and 190 <sup>th</sup> Streets formed by the City and recently approved for partnership by Los Angeles County. |        |           |         |          |
| 2.<br>By February 18, 2020 | PW Director, working with WED and CD Directors        | <b>Riviera Village Mobility:</b> 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   |        |           |         |          |
| 3.<br>By February 18, 2020 | PW Director   | <b>Water Filling Stations:</b> Respond to the West Basin Municipal Water District grant program for the possible installation of a grant funded water filling station in Redondo Beach.  |        |           |         |          |
| 4.<br>By March 9, 2020     | WED Director, working with PW Director and Fire Chief | <b>Feasibility Study - Mole C Public Boat Ramp:</b> 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.   |        |           |         |          |
| 5.<br>By March 17, 2020    | PW Director, working with WED and CD Directors        | <b>Artesia Corridor Mobility:</b> 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.         |        |           |         |          |
| 6.<br>By April 13, 2020    | WED Director, working with Fire Chief                 | <b>Feasibility Study - White Sea Bass:</b> 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.   |        |           |         |          |

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.<br>By December 31, 2019 | CD Director working with Arnold and Associates, Inc.   | <b>SB 330 and Other Newly Adopted Housing Regulations:</b> Provide a briefing on SB 330 and other adopted housing-related legislation and their impacts.  |        |           |         |          |
| 2.<br>By February 29, 2020 | CD Director working with PW Director and City Attorney | <b>Environmental Commission:</b> Explore options for the formation of an Environmental Commission.  |        |           |         |          |
| 3.<br>By March 1, 2020     | CD Director working with City Attorney                 | <b>ADU Ordinances:</b> 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.  |        |           |         |          |
| 4.<br>By March 17, 2020    | CS Director  | <b>CDBG Consolidated Plan:</b> Present to the City Council the 2020-2024 CDBG Consolidated Plan and 2020 CDBG Action Plan with local funding allocation recommendations.  |        |           |         |          |
| 5.<br>By April 15, 2020    | CD Director  | <b>Residential Design Guidelines:</b> Once SB2 Grant Funding is in place, issue RFP and select consultant and start project to update Residential Design Guidelines   |        |           |         |          |
| 6.<br>By April 15, 2020    | CD Director  | <b>Housing Element:</b> Once SB2 Grant Funding is in place, issue an RFP and select consultant and begin Housing Element update   |        |           |         |          |
| 7.<br>By April 15, 2020    | CD Director  | <b>Regional Housing Needs Allocation:</b> 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.   |        |           |         |          |
| 8.<br>By April 15, 2020    | CD Director  | <b>Artesia/Aviation Corridor Area Plan:</b> 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.   |        |           |         |          |
| 9.<br>By April 15, 2020    | CD Director  | <b>General Plan Update:</b> 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). |        |           |         |          |

THREE-YEAR GOAL: ***Assess, prioritize, and plan for park/open space acquisition, and for reconstruction of major City facilities and infrastructure***

| WHEN                          | WHO   | WHAT   | STATUS |              |         | COMMENTS |
|-------------------------------|---|--|--------|--------------|---------|----------|
|                               |   |  | DONE   | ON<br>TARGET | REVISED |          |
| 1.<br>By January 21,<br>2020  | CS Director   | <b>Pat Dreizler Facility Dedication:</b> 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.                           |        |              |         |          |
| 2.<br>By February 26,<br>2020 | PW Director, working<br>with CS Director            | <b>Skatepark Alternatives:</b> Present to the City Council a report outlining concepts and preliminary cost estimates on alternative skatepark sites and amenities.  |        |              |         |          |
| 3.<br>By February 26,<br>2020 | CS Director   | <b>Wyland Mural Archiving:</b> 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. |        |              |         |          |
| 4.<br>By April 7, 2020        | PW Director, working<br>with CS Director            | <b>Park Conditions Reporting:</b> 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.                       |        |              |         |          |
| 5.<br>By April 21, 2020       | PW Director, working<br>with ACM and FS<br>Director | <b>City Facility Funding Options:</b> Present a high-level report to the City Council regarding possible financing options for the replacement/reconstruction of major City facilities.  |        |              |         |          |

THREE-YEAR GOAL: ***Maintain a high level of public safety with public engagement***

| WHEN                       | WHO   | WHAT   | STATUS |           |         | COMMENTS |
|----------------------------|---|--|--------|-----------|---------|----------|
|                            |   |  | DONE   | ON TARGET | REVISED |          |
| 1.<br>By December 17, 2019 | CD Director, working with CS Director, City Attorney and Police Chief | <b>Homelessness Plan Update:</b> Report to the City Council on the status of City's 5-Year Plan to Address Homelessness.   |        |           |         |          |
| 2.<br>By January 13, 2020  | CD Director working with PW Director and Fire Chief                   | <b>Local Hazards Mitigation Plan Presentation:</b> Present to the City Council an overview of the draft Local Hazard Mitigation Plan (LHMP) prior to submission to FEMA and CalOES.  |        |           |         |          |
| 3.<br>On February 18, 2020 | Fire Chief, working with CM and FS Director                           | <b>Defibrillators BRR:</b> Present to the City Council a Budget Response Report for replacement of aging defibrillators located in City facilities.  |        |           |         |          |
| 4.<br>On February 18, 2020 | Fire Chief, working with CM and FS Director                           | <b>FD Position Upgrades BRR:</b> Present to the City Council a Budget Response Report regarding the cost and impact of upgrading all remaining Firefighter positions to Firefighter/Paramedic positions.                             |        |           |         |          |
| 5.<br>By March 2, 2020     | Fire Chief, working with CM   | <b>FD Review:</b> Present to the City Council options for conducting a third party review of the Fire Department.  |        |           |         |          |
| 6.<br>By March 17, 2020    | Police Chief, working with FS and IT Directors                        | <b>Police Camera Technology:</b> Research and implement body worn and in-car camera technologies and prepare a Mid-Year budget Response Report for City Council review.  |        |           |         |          |
| 7.<br>By April 7, 2020     | Library Director  | <b>Library Staff Online Training:</b> Implement an online training program for public services library staff on how to effectively interact with homeless patrons in the library.  |        |           |         |          |
| 8.<br>By April 7, 2020     | PW Director   | <b>LED Stop Signs:</b> Present to the City Council a status report on the installation of LED stop signs.  |        |           |         |          |
| 9.<br>By April 7, 2020     | Police Chief, working with CS Director                                | <b>Deploy the Community Police Sub Station:</b> 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 |        |           |         |          |
| 10.<br>By April 15, 2020   | CD Director   | <b>Supplemental Code Enforcement Staffing:</b> Explore the cost and possible use of part-time or contract services to assist with City Code Enforcement efforts.   |        |           |         |          |
| 11.<br>FUTURE              | Police and Fire Chiefs, working with FS Director and CM               | <b>RCC Quote:</b> 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.                    |        |           |         |          |

| THREE-YEAR GOAL: <b>Other</b> |   |  |        |              |         |          |
|-------------------------------|---|--|--------|--------------|---------|----------|
| WHEN                          | WHO   | WHAT   | STATUS |              |         | COMMENTS |
|                               |   |  | DONE   | ON<br>TARGET | REVISED |          |
| 1.<br>On December 17, 2019    | CM working with State and Federal Legislative Advocates                   | <b>State and Federal Legislative Advocates Contracts:</b> Prepare a report for City Council action for possible continuation of contracts for State and Federal Legislative advocacy services.   |        |              |         |          |
| 2.<br>On March 17, 2020       | City Clerk, working with City Attorney and CM                             | <b>Manhattan Beach Sunshine Policy and Packet Distribution:</b> 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.   |        |              |         |          |
|                               |   | <b>Follow-up on Moss Adams Internal Controls Recommendations:</b>  |        |              |         |          |
| 3.<br>By January 31, 2020     | FS Director working with City Clerk and City Treasurer                    | <b>1. Financial Reporting to the City Clerk and the City Treasurer:</b> 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.  |        |              |         |          |
| 4.<br>By February 29, 2020    | FS Director working with HR Director                                      | <b>2. Pay Code Creation Request Form:</b> 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.  |        |              |         |          |
| 5.<br>By April 7, 2020        | FS Director working with City Clerk, City Treasurer, City Attorney and CM | <b>3. Ordinance to Establish the Financial Services Department:</b> 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. |        |              |         |          |
| 6.<br>By April 15, 2020       | FS Director working with HR Director                                      | <b>4. Munis Employee Pay and Master File Access Limitations:</b> 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.  |        |              |         |          |

# Strategic Planning

## October 22, 2019

### *SWOT Analysis*

#### Strengths:

- Solid staff and dedicated
- Institutional memory/knowledge
- Diverse infrastructure for population size
- Empowered
- Fiscally responsible
- Increased automation and function
- Responsive (residents)
- Staff well trained
- Transparent
- Creative minds
- Collaborative
- Grant writing
- Stable management team
- Depth of Knowledge
- Local control elections
- Department head longevity
- Dedicated planning process
- Engaged public
- Unique assets (natural and manmade)
- Good relations with other elected officials at all levels
- Healthy CIP
- Desirable location
- Excellent IT Department
- Security awareness

#### Weaknesses:

- Minimal staffing
- CalPERS funding next 10 years
- Enforcement of codes
- Lack of promotional opportunities for staff
- Lack of staff resources
- Limited revenues
- Lack of external communication with public
- Lack of funding for additional capital infrastructure
- Structural deficit Pressure (CalPERS Inc.) – continued risk needs to be revisited
- Labor strife
- Outdated muni code areas
- Speed of government
- Supplanting part-time for full-time employees
- Poor/aging City facilities

## Opportunities

- Fiber (5G) public private partnership
- De-industrialization of the waterfront
- ROW – Edison getting rid of wires
- Proximity to major job centers (a.k.a. Silicon Beach)
- Broadband
- Outside \$\$\$ - grant money
- Revitalize waterfront
- Future land acquisition / development
- New staff and new ideas
- Enhanced City Council Chambers
- Opportunity for better communication with public and engagement
- Potential new revenue sources
- Transportation and transit / New Transit Center
- Collaboration with outside agencies
- Installation of recycled water in city
- Revitalize Galleria
- Enhanced emergency preparedness
- Paperless/permits online
- General Plan update, Artesia Aviation Corridor
- Special Events

## Threats

- Unfunded mandates by State, and loss of local control
- Lawsuits
- Pension liabilities
- Possible Recession
- Natural disasters
- National political division
- Social media mobs
- Local political division
- Climate change
- Cyber threats
- Misinformation
- Terrorism
- Trade wars
- Homelessness
- Sea level rise
- Loss of federal funding
- Lack of approved waterfront project
- Traffic
- Potential County or State tax measures
- Declining interest rates

**M1. DISCUSSION AND POSSIBLE ACTION ON THE CITY'S 10-YEAR GOALS, THREE-YEAR GOALS, AND SIX-MONTH OBJECTIVES AS DISCUSSED AT THE OCTOBER 22, 2019 STRATEGIC PLANNING SESSION.**

City Manager Hoefgen gave a report on the Strategic Planning Session along with the SWOT analysis, 10 year goals/3 year goals, work objectives, and stated a followup session will be needed.

In response to Mayor Brand, City Manager Hoefgen stated staff had a meeting with RCC and are preparing materials for their review, and an agreement should be brought back with a target date of the second meeting in March. He also referred to the Moss Adams report and noted there were a few objectives that didn't fall into any of the existing 3-year goals and an "other" section was created.

In response to Councilmember Nehrenheim regarding the tree ordinance, Public Works Director Semaan stated this is not on the Strategic Plan but is being looked at in terms of what is being done in Manhattan Beach. He also said a referral will come back in February regarding dogs in the park.

In response to Councilmember Nehrenheim regarding dog kenneling, Community Development Director Forbes stated this will be coordinated with the City Attorney's Office, will then go to the Planning Commission and their recommendation will come back to City Council.

In response to Councilmember Nehrenheim regarding getting permits online, Assistant City Manager Witzansky stated this in motion and part of the most recent MUNIS agreement amendment approved in October.

Motion by Councilmember Nehrenheim, seconded by Councilmember Loewenstein, to not accept the draft 10 year goals, rather update the 10 year goals to be referred back to all Commissions for input with two items of recommendation per Commission to be back for the spring Strategic Plan, to include a separate strategic plan for major facilities as a separate meeting in the spring, move up the park conditions report to March, and accept all other items as presented.

Councilmember Nehrenheim stated he would like to see a separate strategic plan process specific to major facilities.

Assistant City Manager Witzansky did not recommend having multiple strategic plans. He suggested following the facilities assessment and major park needs list to have a public dialogue about what the community might prioritize if funds are available. He also suggested modifying #5, City Facilities Funding Options to include having next steps for developing a strategy towards making major facility upgrades.

Councilmember Loewenstein suggested breaking city facilities out similar to Manhattan Beach which has a separate facility strategic plan.

Amended Motion by Councilmember Loewenstein to have a separate meeting on major city facilities.

Substitute Motion by Councilmember Horvath, seconded by Councilmember Gran to accept the 6- month objectives and 10-year goals as agreed upon by Council at the Strategic Planning Session.

Mayor Brand believed the public is looking at more concrete items.

Councilmember Emdee suggested attaching the "meat" for each policy and emailed out, did not support changing something so drastically after spending six hours developing the topic, and she hesitated making the changes.

City Manager Hoefgen stated there is a lot of work that needs to be done regarding the facilities, noted internal improvements made, and said things are taking place in terms of the current facilities. He said there will be a need for additional resources for anything done in the future and suggested bringing back a report for a major investment in each of the City facilities and a copy of the Manhattan Beach study.

Assistant City Manager Witzansky suggested bringing back a report of facilities upgrades on a standalone meeting.

Councilmember Emdee suggested putting a little away each budget towards the fund that was created. She also did not support changing everything now after spending hours putting it together.

Mayor Brand stated only about a half hour was spent on the 10-year goals and were rolled out towards the end of the meeting, leaving it for this meeting.

Councilmember Loewenstein stated the 10-year goals were received towards the last third of the meeting with not much public input. He suggested submitting it with the agenda and pointed out that the Commissions would like to input a voice. He said 10-year goals are a long-term process, suggested having a separate meeting with public input, pointed out there were two school bond issues, months were spent planning for the school upgrades, suggested having correct public input with a separate or series of meetings, and pointed out that sales tax is pennies in terms of what facilities long term will cost.

Councilmember Horvath suggested having a separate meeting/workshop as part of the motion, take the original document he put together on concrete points to put in the buckets, and to send it to the Commission for their input.

Amended Motion by Councilmember Gran to accept the 10-year goals and 6-month objectives to send to the Commissions along with Councilmember Horvath's document.

Councilmember Nehrenheim expressed concern with receiving a long list of items and changing everything, noted goals can be achieved such as having a paperless City and reducing costs and creating transparency, expressed concern with costs and upgrades, suggested asking Commissions for two

concrete items of recommendations they feel would be needed to be successful for the next ten years, and to break out of the CIP the strategic facilities regarding what is being upgraded and to put it into a separate plan.

Councilmember Horvath stated the goal of the Strategic Plan is how to move forward strategically, stated creating generic buckets are policy based because they are the umbrellas for concrete items, every city is unique in their own ways and cities are all very similar, reviewed his recommendations to include streamline governmental processes with improved efficiency, resilience, responsiveness, transparency, and accessibility, implementing the Moss Adams recommendations, and stated he tried to address this for discussion at the last Strategic Planning Session.

Mayor Brand stated the 10-year goals should receive feedback from the public before adopting them.

Second Substitute Motion by Councilmember Horvath, seconded by Councilmember Gran, to circulate the 10-year goals in a draft form, send these along with his handout to all Commissions and get their feedback over the next few months for the April Strategic Plan, approve the 6-month objectives, move park conditions up to March 17 and allow staff flexibility on other dates. Motion carried, with Councilmember Loewenstein and Nehrenheim voting no.

Mayor Brand called for public comment.

Mathew Hinsley, District 3, believed the sales tax was a big miss by Council, noting the City needs the money and it's likely to pass, gave the City credit for the Moss Adams report and addressing the top priority items, believed that housing should be a goal on Councilmember Horvath's list, supported the previous 10-year goals which were more friendly terms, and suggested adding non-agenda items and blue folder items two weeks before the Strategic Planning meeting for discussion.

Sheila Lamb, District 4, stated she appreciated the new 10 year goals, supported Councilmember Nehrenheim's motion to ensure more public comment, supported the financial stability, environmental sustainability, transportation and mobility, public safety, quality of life, organizational efficiency, transparency and accessibility goals which are all relevant to the residents; stated the current 3 year goals and objectives will primarily remain the same until the new Strategic Plan in April 2020; and stated the draft 10-year goals document states that the new goals are bound to community engagement but does not describe or define what that means and how it will be executed. She urged City Council to develop a policy, plan or guideline for community engagement which would include a range of engagement types, costs and a list of facilitators to provide cost effective services. She supported putting a plan and policy together.

There being no one else wishing to comment, Mayor Brand closed the public comment period.

Councilmember Emdee noted flexibility, stated the 6-month objectives support the 3-year goals which support the 10-year goals. She supported taking this back to the Commissions for their input and noted community engagement has taken place.

Councilmember Loewenstein believed community engagement hasn't been exhausted yet and suggested soliciting input regarding 10-year goals, noting Council will turn over several times.

Councilmember Horvath stated there are many ways to engage the public to include the District Meetings, website, social outlets, and the Strategic Planning meeting.

Councilmember Nehrenheim believed that Commission meetings are a good way to get community input along with the website and emails, stated the Housing Element guides our housing development in the

City, reviewed why the 10-year goals need to be replaced and noted the South Bay Galleria has already been approved and should be removed.

In response to Councilmember Nehrenheim, Assistant City Manager Witzansky suggested an amendment to the motion could include City Facility Funding and Reconstruction Plan options workshop on April 14, 2020. Councilmember Nehrenheim agreed.

Councilmember Emdee pointed out the Commissions do not meet every month and asked when everyone's input could be gathered throughout all Commissions. City Manager Hoefgen stated Commissions are now on a monthly meeting schedule and this information can be sent out to the Commissions at the next meeting.

In response to Councilmember Emdee regarding adopting the 10-year goals, Assistant City Manager Witzansky stated 10-year goals were only added over the last few years, noting the entire Strategic Plan was based on 3-year goals and list of objectives. He said it is not essential from a workflow perspective tonight to adopt 10-year goals as long as there are clear 3-year goals and stated 6-month objectives.

Councilmember Gran suggested a compromise to put the goals out on draft form and not adopt it tonight.

Substitute Motion by Councilmember Horvath, seconded by Councilmember Gran, to rescind and replace the previously carried motion, to circulate the 10-year goals in a draft form, send these along with the original handout given to the Council to all Commissions and elicit their feedback and input over the next few months in preparation for the April Strategic Planning Session, and accept the 6-month goals as is with the exception of the change in language to "City Facility Funding and Reconstruction Plan options," and that staff provide an RCC [Regional Communications Center] quote for dispatch services in March, and to move the parks report up to March 17, 2020. Motion carried, with Councilmember Nehrenheim voting no.

# 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: <b><i>Modernize City communication systems</i></b> |   |  |        |           |         |  |
|---|---|--|--------|-----------|---------|--|
| WHEN  | WHO   | WHAT   | STATUS |           |         | COMMENTS   |
|   |   |  | DONE   | ON TARGET | REVISED |  |
| 1.<br>Ongoing   | IT Director, working with several departments, SBCCOG staff and consultants         | <b>Regional Broadband:</b> 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.<br>By January 31, 2020   | Fire Chief, working with LA County Beaches and Harbor, RB IT, City Attorney, and CM | <b>Review of BEELS:</b> 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.<br>By January 31, 2020   | City Clerk, working with CS and IT Director   | <b>Election Voter Outreach.</b> 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.<br>By April 15, 2020   | CD Director, working with IT Director   | <b>Building and Planning Permit Requirements Checklist:</b> 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.<br>By April 15, 2020   | City Manager working with IT and Library Directors                                  | <b>Communications Task Force:</b> 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.<br>By April 15, 2020   | IT Director, working with all City departments                                      | <b>Phone System Replacement:</b> 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.<br>By April 15, 2020   | IT Director, working with CD, PW and FS Directors                                   | <b>Tyler Munis Building Permits Re-implementation:</b> Re-implement building permits module to current standards which will enable the following:<br><ol style="list-style-type: none"> <li>1. Code Enforcement module implementation</li> <li>2. Building Permits online Citizen Self Service Portal</li> <li>3. Building Inspector real-time remote access to Building Permit system</li> <li>4. Creation of Engineering electronic permit forms</li> <li>5. Integration with City GIS system</li> </ol> |        |           | X       | Revised Date to June, 2020. Site Report completed. Staff/Munis working sessions under way.                             |

|                          |  |   |  |   |   |  |
|--------------------------|--|---|--|---|---|--|
| 8.<br>By April 15, 2020  | IT Director working with FS, HR Directors and all City Departments | <b>Tyler Munis Payroll System Upgrades:</b> 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.<br>By April 15, 2020  | IT Director working with FS, HR Directors and all City Departments | <b>Tyler Munis Employee Self-Service:</b> 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.<br>By April 15, 2020 | IT Director working with FS Director                               | <b>Tyler Munis Business License:</b> Tyler staff to perform Investment Analysis of Business License module to outline opportunities for business process and functionality improvements.  |  | X |   |  |

THREE-YEAR GOAL: ***Vitalize the Waterfront, Artesia Corridor, Riviera Village and South Bay Galleria***

| WHEN                       | WHO   | WHAT   | STATUS |           |         | COMMENTS  |
|----------------------------|---|--|--------|-----------|---------|---|
|                            |   |  | DONE   | ON TARGET | REVISED |   |
| 1.<br>By December 17, 2019 | WED Director  | <b>EIFD Formation Status:</b> Provide an update to the City Council on the status of the Enhanced Infrastructure Financing District (EIFD) along Herondo and 190 <sup>th</sup> 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.<br>By February 18, 2020 | PW Director, working with WED and CD Directors        | <b>Riviera Village Mobility:</b> 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.<br>By February 18, 2020 | PW Director   | <b>Water Filling Stations:</b> 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.<br>By March 9, 2020     | WED Director, working with PW Director and Fire Chief | <b>Feasibility Study - Mole C Public Boat Ramp:</b> 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.<br>By March 17, 2020    | PW Director, working with WED and CD Directors        | <b>Artesia Corridor Mobility:</b> 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.<br>By April 13, 2020    | WED Director, working with Fire Chief                 | <b>Feasibility Study - White Sea Bass:</b> 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.<br>By December 31, 2019 | CD Director working with Arnold and Associates, Inc.   | <b>SB 330 and Other Newly Adopted Housing Regulations:</b> 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.<br>By April 15, 2020    | CD Director working with PW Director and City Attorney | <b>Environmental Commission:</b> Explore options for the formation of an Environmental Commission.  |        |           | X       | Started research on other municipalities' commissions.   |
| 3.<br>By April 15, 2020    | CD Director working with City Attorney                 | <b>ADU Ordinances:</b> 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.<br>By March 17, 2020    | CS Director  | <b>CDBG Consolidated Plan:</b> 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.<br>By April 15, 2020    | CD Director  | <b>Residential Design Guidelines:</b> 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.<br>By April 15, 2020    | CD Director  | <b>Housing Element:</b> 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.<br>By April 15, 2020    | CD Director  | <b>Regional Housing Needs Allocation:</b> 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.<br>By April 15, 2020 | CD Director | <b>Artesia/Aviation Corridor Area Plan:</b> 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.<br>By April 15, 2020 | CD Director | <b>General Plan Update:</b> 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: ***Assess, prioritize, and plan for park/open space acquisition, and for reconstruction of major City facilities and infrastructure***

| WHEN                       | WHO   | WHAT   | STATUS |           |         | COMMENTS   |
|----------------------------|---|--|--------|-----------|---------|--|
|                            |   |  | DONE   | ON TARGET | REVISED |  |
| 1.<br>By January 21, 2020  | CS Director                                   | <b>Pat Dreizler Facility Dedication:</b> 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.<br>By March 17, 2020    | PW Director, working with CS Director         | <b>Skatepark Alternatives:</b> 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.<br>By February 26, 2020 | CS Director                                   | <b>Wyland Mural Archiving:</b> 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.<br>By March 17, 2020    | PW Director, working with CS Director         | <b>Park Conditions Reporting:</b> 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.<br>On April 14, 2020    | PW Director, working with ACM and FS Director | <b>City Facility Funding and Reconstruction Plan Options:</b> 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: <b><i>Maintain a high level of public safety with public engagement</i></b> |   |  |        |           |         |   |
|--|---|--|--------|-----------|---------|---|
| WHEN   | WHO   | WHAT   | STATUS |           |         | COMMENTS  |
|  |   |  | DONE   | ON TARGET | REVISED |   |
| 1.<br>By December 17, 2019   | CS Director, working with CD Director, City Attorney and Police Chief | <b>Homelessness Plan Update:</b> Report to the City Council on the status of City's 5-Year Plan to Address Homelessness.   | X      |           |         |   |
| 2.<br>By January 13, 2020  | CD Director working with PW Director and Fire Chief                   | <b>Local Hazards Mitigation Plan Presentation:</b> 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.<br>On February 18, 2020   | Fire Chief, working with CM and FS Director                           | <b>Defibrillators BRR:</b> 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.<br>On February 18, 2020   | Fire Chief, working with CM and FS Director                           | <b>FD Position Upgrades BRR:</b> 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.<br>By March 2, 2020   | Fire Chief, working with CM   | <b>FD Review:</b> 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.<br>By March 17, 2020  | Police Chief, working with FS and IT Directors                        | <b>Police Camera Technology:</b> 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 <sup>th</sup> meeting. |
| 7.<br>By April 7, 2020   | Library Director  | <b>Library Staff Online Training:</b> 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.<br>By April 7, 2020   | PW Director   | <b>LED Stop Signs:</b> Present to the City Council a status report on the installation of LED stop signs.  |        | X         |         |   |
| 9.<br>By April 7, 2020   | Police Chief, working with CS Director                                | <b>Deploy the Community Police Sub Station:</b> 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.<br>By April 15, 2020   | CD Director   | <b>Supplemental Code Enforcement Staffing:</b> Explore the cost and possible use of part-time or contract services to assist with City Code Enforcement efforts.   |        | X         |         |   |
| 11.<br>By March 17, 2020   | Police and Fire Chiefs, working with FS Director and CM               | <b>RCC Quote:</b> 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: <i>Other</i> |   |  |        |           |         |  |
|-------------------------------|---|--|--------|-----------|---------|--|
| WHEN                          | WHO   | WHAT   | STATUS |           |         | COMMENTS   |
|                               |   |  | DONE   | ON TARGET | REVISED |  |
| 1.<br>On December 17, 2019    | CM working with State and Federal Legislative Advocates                   | <b>State and Federal Legislative Advocates Contracts:</b> Prepare a report for City Council action for possible continuation of contracts for State and Federal Legislative advocacy services.   | X      |           |         |  |
| 2.<br>On March 17, 2020       | City Clerk, working with City Attorney and CM                             | <b>Manhattan Beach Sunshine Policy and Packet Distribution:</b> 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.   |        |           | X       | Rescheduled for April 21, 2020   |
|                               |   | <b>Follow-up on Moss Adams Internal Controls Recommendations:</b>  |        |           |         |  |
| 3.<br>By January 31, 2020     | FS Director working with City Clerk and City Treasurer                    | <b>1. Financial Reporting to the City Clerk and the City Treasurer:</b> 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.<br>By February 29, 2020    | FS Director working with HR Director                                      | <b>2. Pay Code Creation Request Form:</b> 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.<br>By April 7, 2020        | FS Director working with City Clerk, City Treasurer, City Attorney and CM | <b>3. Ordinance to Establish the Financial Services Department:</b> 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.<br>By April 15, 2020       | FS Director working with HR Director                                      | <b>4. Munis Employee Pay and Master File Access Limitations:</b> 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         |         |  |

# **BLUE FOLDER ITEM**

*Blue folder items are additional back up material to administrative reports and/or public comments received after the printing and distribution of the agenda packet for receive and file.*

## **CITY COUNCIL MEETING September 1, 2020**

### **P.1 DISCUSSION AND CONSIDERATION OF A TIME AND DATE FOR THE CITY'S NEXT STRATEGIC PLANNING SESSION**

PUBLIC COMMUNICATION

## Khatirah Nazif

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**From:** Barbara Epstein [REDACTED]  
**Sent:** Tuesday, September 1, 2020 11:40 AM  
**To:** CityClerk; Bill Brand; Todd Loewenstein; Nils Nehrenheim; Christian Horvath; John Gran; Laura Emdee  
**Subject:** City Council Agenda Item # P.1 Strategic Planning Request

[City Logo] ATTN: Email is from an external source; Stop, Look, and Think before opening attachments or links.

Dear Mayor Brand and Council,

When you set the date for the Strategic Planning Meeting I would like to request that our Redondo Beach Community Gardens Sub-Committee of the South Bay Parkland Conservancy have a place on that agenda.

With the devastating effects of the Corona Virus came a need among our community for public gardens where residents can grow produce, have an orchard, hold educational workshops, and contribute to the welfare of the public. We have been blessed with expert help from our young graduate student, lifelong resident of Redondo, and Master Gardener, Brianna Egan. She and two other Redondo residents have formed a public gardening project already and have a large number of members ready to start our foundation, once we have a partnership with the city and a site that we can count on.

Thank You,

Barbara Epstein

Sent from my iPad