

City Clerk

REDONDO BEACH RECREATION, TRANSIT & COMMUNITY SERVICES
DEPARTMENT
1922 Artesia Boulevard, Redondo Beach, CA 90278
(310-372-1171, X3466)

**REGULAR MEETING OF
THE RECREATION AND PARKS COMMISSION**
Wednesday, March 13, 2013, 7:00 p.m.
City Council Chambers, 415 Diamond Street

DISTRIBUTION:

MEMBERS OF THE RECREATION AND PARKS COMMISSION

- Lang Boston
- Jill Brunkhardt
- Lorraine Geittmann
- Christian Horvath
- Maureen Ferguson Lewis
- Shane Michael
- Reggie Thomas

- Joe Hoefgen, Recreation, Transit and Community Services Director
- Main and North Branch Libraries
- Eleanor Manzano, City Clerk
- Mayor and City Council
- Police Department Community Based Officer
- Michael Witzansky, Public Works Director
- William P. Workman, City Manager

CITY CLERK'S OFFICE
REDONDO BEACH CALIFORNIA

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RECEIVED

**AGENDA—REGULAR MEETING
REDONDO BEACH RECREATION AND PARKS COMMISSION
WEDNESDAY, MARCH 13, 2013
REDONDO BEACH CITY COUNCIL CHAMBERS, 415 DIAMOND STREET, 7:00 P.M.**

CALL MEETING TO ORDER

ROLL CALL

SALUTE TO THE FLAG

A. PRESENTATIONS/ANNOUNCEMENTS

B. APPROVAL OF ORDER OF AGENDA

C. CONSENT CALENDAR

Business items, except those formally noticed for public hearing, or those pulled for discussion, are assigned to the Consent Calendar. The Chairperson or any member of the Commission may request that any Consent Calendar item(s) be removed, discussed, and acted upon separately. Items removed from the Consent Calendar will be taken up under the "Excluded Consent Calendar" or "Member Items and Referrals to Staff" sections below. Those items remaining on the Consent Calendar will be approved in one motion following Oral Communications.

C1. Approve Affidavit of Posting of the Recreation and Parks Commission Meeting of March 13, 2013

C2. Approve Minutes of the Recreation and Parks Commission Meeting of January 9, 2013

D. ORAL COMMUNICATIONS

Anyone wishing to address the Recreation and Parks Commission on any Consent Calendar item on the agenda which has not been pulled for discussion may do so at this time. Each speaker will be permitted to speak only once and comments will be limited to a total of three minutes.

E. EXCLUDED CONSENT CALENDAR ITEMS

F. PUBLIC PARTICIPATION ON NON-AGENDA ITEMS

This section is intended to provide members of the public with the opportunity to comment on any subject that does not appear on this agenda for action. This section is limited to 30 minutes. Each speaker will be afforded three minutes to address the Commission. Each speaker will be permitted to speak only once. Written requests, if any, will be considered first under this section.

G. ITEMS CONTINUED FROM PREVIOUS AGENDAS
None.

H. ITEMS FOR DISCUSSION PRIOR TO ACTION

H1. Planning for the Fiscal Year 2013-14 Annual Budget, 5-Year Capital Improvement Plan, and Strategic Plan

Staff recommends that the Recreation and Parks Commission:

Receive, file, and provide input on a report from the City Manager regarding the Planning for the Fiscal Year 2013-14 Annual Budget, 5-Year Capital Improvement Plan, and Strategic Plan

CONTACT: Joe Hoefgen, Recreation, Transit and Community Services Director

H2. Overview of the City Council Approved Updated Strategic Plan

Staff recommends that the Recreation and Parks Commission:

Receive and file the overview of the City Council approved updated Strategic Plan

I. COMMISSIONER REFERRALS TO STAFF

Referrals to staff are service requests that will be entered in the City's Customer Service Center for action.

ADJOURNMENT

The next meeting of the Recreation and Parks Commission of the City of Redondo Beach will be held on May 8, 2013 in the City Council Chambers.

It is the intention of the City of Redondo Beach to comply with the Americans with Disabilities Act (ADA) in all respects. If, as an attendee or a participant at this meeting you will need special assistance beyond what is normally provided, the City will attempt to accommodate you in every reasonable manner. Please contact the City Clerk's Office at (310) 318-0656 at least forty-eight (48) hours prior to the meeting to inform us of your particular needs and to determine if accommodation is feasible. Please advise us at that time if you will need accommodations to attend or participate in meetings on a regular basis.

An Agenda Packet is available 24 hours a day at the Redondo Beach Police Department and at www.redondo.org under the City Clerk. Agenda packets are available during Library hours, at the Reference Desk at both the Redondo Beach Main Library and North Branch Library. During City Hall hours, Agenda Packets are also available for review in the Office of the City Clerk.

Any writings or documents provided to a majority of the Recreation and Parks Commission regarding any item on this agenda will be made available for public inspection at the City Clerk's Counter at City Hall located at 415 Diamond Street, Door C, Redondo Beach, California during normal business hours. In addition, such writings and documents will be posted, time permitting, on the City's website at www.redondo.org.

AFFIDAVIT OF POSTING

Margareet Wood declares:

I certify that I am over the age of 18 years and am employed at the City of Redondo Beach, 415 Diamond Street, Redondo Beach, California.

On March 6, 2013 at 5:30 p.m. I posted the following:

Notice of Regular Meeting of the Redondo Beach Recreation and Parks Commission scheduled for March 13, 2013

at Door A, 415 Diamond Street, Redondo Beach.

I declare under penalty of perjury that the foregoing is true and correct and that this declaration was executed on March 6, 2013 at Redondo Beach, California.

Margareet Wood

**MINUTES OF THE
REDONDO BEACH RECREATION AND PARKS COMMISSION MEETING
JANUARY 9, 2013**

CALL TO ORDER

A meeting of the Recreation and Parks Commission was called to order by Chairperson Boston at 7:00 p.m. in the City Hall Council Chambers, 415 Diamond Street.

ROLL CALL

Commissioners Present: Boston, Brunkhardt, Geittmann, Horvath, Lewis, Michael
Commissioners Absent: Thomas
Officials Present: Joe Hoefgen, Recreation, Transit and Community Services
Director
Margareet Wood, Recording Secretary

SALUTE TO THE FLAG

Commissioner Lewis led the members in the salute to the flag.

PRESENTATIONS/ANNOUNCEMENTS

Director Hoefgen welcomed newly-appointed Commissioner Horvath.

Announcements from Director Hoefgen:

- Waterfront development plans are underway, City Council recently approved the agreement with CenterCal to develop the 15 acres of waterfront property, residents may provide input during a series of meetings beginning January 17
- The recent Perry Park playground project will be dedicated in March, Commissioners will be notified of details via email

APPROVAL OF ORDER OF AGENDA

Motion by Commissioner Geittmann, seconded by Commissioner Lewis, to approve the order of agenda. Motion carried unanimously.

CONSENT CALENDAR ITEMS

1. Approve affidavit of posting for the Recreation and Parks Commission meeting of January 9, 2013
2. Approve minutes from the Recreation and Parks Commission meeting of September 12, 2012
3. Strategic Plan Update

Motion by Commissioner Geittmann, seconded by Commissioner Brunkhardt, to approve the Consent Calendar. Motion carried unanimously.

ORAL COMMUNICATIONS

None.

PUBLIC PARTICIPATION ON NON-AGENDA ITEMS

None.

ITEMS CONTINUED FROM PREVIOUS AGENDAS

None.

PUBLIC PARTICIPATION ON NON-AGENDA ITEMS

None.

ITEMS FOR DISCUSSION PRIOR TO ACTION

Election of Officers

Director Hoefgen explained that the Commission did not meet in October; therefore the annual reorganization was postponed until January.

Motion by Commissioner Geittmann, seconded by Chairperson Boston, to elect Commissioner Lewis to the office of Chairperson. Motion carried unanimously.

Motion by Commissioner Geittmann, seconded by Commissioner Lewis, to elect Commissioner Michael to the office of Vice Chairperson. Motion carried unanimously.

The new officers assumed their seats.

Recreation and Parks Commission – Overview of the Duties and Responsibilities and Bylaws

Director Hoefgen submitted a document entitled *Presentation to Recreation and Parks Commission* dated January 9, 2013.

Motion by Commissioner Geittmann, seconded by Commissioner Boston, to receive and file the document submitted by Director Hoefgen. Motion carried unanimously.

Highlights of Director Hoefgen's presentation:

- Department Mission: provide desired programs and services on time and within budget, comply with rules and regulations, recover costs when possible, be accessible and responsive to public, promote community partnerships, create positive experiences
- RTCS Department Overview: 22 full-time positions, 142 part-time positions, 36 recreation class/instructional program contracts, Section 8 and CDBG programs geared toward low-income households

In response to Commissioner Geittmann, Director Hoefgen stated that the Section 8 program provides housing for 550 Redondo Beach households, participant rent is based on household size and income, and a waiting list contains more than 2,000 names. He stated that government cuts resulted in the loss of redevelopment funding and changes to the Section 8 program including a layoff of the entire staff and the creation of lower-cost replacement positions. He said that further reductions may be necessary; therefore one position remains unfilled at this time.

In response to Commissioner Michael, Director Hoefgen said the 22 full-time staff positions are divided among the divisions, and most of the part-time positions exist in the Recreation Services division.

- Parks: 17 parks, 14 parkettes, Wilderness park nature preserve, dog park, teen center

In response to Commissioner Michael who recalled a discussion about wood chips at the dog park, Director Hoefgen said that a recommendation was made to cover the ground surface with a layer of wood chips to prevent sharp objects from protruding. He said the

dog park is located in the right-of-way; therefore all work done there must be coordinated with Southern California Edison.

Chairperson Lewis said the dog park ground surface has sustained significant erosion from the rains and that many stones and pebbles are exposed. She also said that the pathways around the park contain potholes and puddles; and she recommended adding another layer of sand over the dog park area.

Commissioner Geittmann pointed out that the area was previously a landfill; therefore she said the problems will continue to occur.

- Recreation Programs: adult sports leagues, after-school program, various camps, recreation classes, youth activities, and sailing program

In response to Chairperson Lewis, Director Hoefgen said the City newsletter is the main tool for marketing programs. He said that class enrollments are continuously monitored to justify resources. He said the number of locations is limited and there is little room for expansion.

- Cultural and Performing Arts:
 - Performing Arts Center - popular performance venue, 3-D Theatricals season expanded for 2013, Center also used for corporate events, calendar on RBPAC website, City subsidy at historical low
 - Heritage Court - overseen by Historical Commission
 - Public Art Program - overseen by Public Arts Commission, no dedicated funding source at this time
 - Youth Drama - now operating on contract basis
- Senior and Family Services: 3 senior centers, lunch program, adult day care, senior health fair, classes, programs, activities
- Public/Private Partnerships:
 - Perry Park Improvements – equipment funded by City contributions, L. A. County, private contributions
 - Events Plaza – Leadership Redondo project planned at site of former bandshell in Veterans Park
 - Aviation Park Sports Field – partnership with South Bay Sports including 10-year agreement for field use during prime times
 - La Paz Parkette - partnership with L. A. County for rehabilitation
- Overview of Recreation and Parks Commission: duties include advising City Council on public recreation, providing budget input, assisting with development of recreation in City including working with schools/outside agencies, planning programs for park facilities, and other tasks as referred by City Council; bylaws provide protocols for conducting meetings; staffing provided by RTCS and Public Works Departments

In response to Commissioner Geittmann, Director Hoefgen said the Franklin Center is leased by the School District to the City and the City maintains subleases with a child development center and 2 other tenants. He said that a lease exchange is underway whereby the School District will reclaim the facility and the City will acquire the 200 North PCH property for a future police station. He said the City has vacated the Franklin property and the future of that property will be determined by the School District.

COMMISSIONER REFERRALS TO STAFF

In response to Commissioner Michael, Director Hoefgen confirmed that commission referrals are entered into Comcate, the City's electronic customer service center.

In response to Commissioner Michael, Director Hoefgen reported that the Veterans Park master plan schedule has been delayed and an update will be available at the next meeting.

In response to Commissioner Michael, Director Hoefgen advised that the commission meeting schedule was reduced to bimonthly due to limited staff and budget resources. He added that special meetings can be scheduled if necessary.

Motion by Commissioner Geittmann, seconded by Commissioner Brunkhardt, to adjourn the meeting. Motion carried unanimously.

Chairperson Lewis adjourned the meeting at 7:45 p.m. to the next regular meeting on March 13, 2013.

Respectfully submitted,

Joe Hoefgen
Recreation, Transit and Community
Services Director



Administrative Report

Commission Action Date: March 13, 2013

To: MEMBERS OF THE RECREATION AND PARKS COMMISSION

From: JOE HOEFGEN, RECREATION, TRANSIT AND COMMUNITY SERVICES DIRECTOR

Subject: OVERVIEW OF THE CITY COUNCIL APPROVED UPDATED STRATEGIC PLAN

RECOMMENDATION

Receive and file the City Council Approved Updated Strategic Plan.

BACKGROUND

On February 21, 2013, the Redondo Beach City Council held a workshop to review and update the City's Strategic Plan. The City Council subsequently adopted the Strategic Plan at their meeting of February 26, 2013.

The updated Strategic Plan (copy attached) covers the six-month period of February 21, 2013 to September 1, 2013. Staff will provide an overview of the updated Strategic Plan to the Recreation and Parks Commission. The recommendation is that the Commission receive and file this report.

Submitted by:

Joe Hoefgen
Recreation, Transit and Community Services Director

Attachment: City of Redondo Beach Six-Month Strategic Objectives

STRATEGIC PLANNING RETREAT

February 21, 2013 * Redondo Beach Library

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Gail Tsuboi, Graphic Recorder – Tsuboi Design (925) 376-9151

MISSION STATEMENT

The City of Redondo Beach is committed to providing the finest services to enhance the quality of life for those who live, work, visit and play in our community.

VISION STATEMENT

Redondo Beach will be the most livable, friendly and attractive California beach city.

CORE VALUES

not in priority order

The City of Redondo Beach values . . .

- ♦ *Openness and honesty*
- ♦ *Integrity and ethics*
- ♦ *Accountability*
- ♦ *Outstanding customer service*
 - ♦ *Teamwork*
 - ♦ *Excellence*
 - ♦ *Fiscal responsibility*
- ♦ *Environmental responsibility*

THREE YEAR GOALS

2012-2015 - not in priority order

- ▶ **Vitalize the waterfront and Artesia Corridor**
- ▶ **Improve financial viability and expand economic opportunities**
- ▶ **Improve public facilities and the infrastructure**
- ▶ **Increase organizational effectiveness and efficiency**
- ▶ **Maintain a high level of public safety**

CITY OF REDONDO BEACH SIX-MONTH STRATEGIC OBJECTIVES

February 21, 2013 – September 1, 2013

ACM=Assistant City Mgr CD=Community Development FS=Financial Services PW=Public Works RTCS= Recreation, Transit and Community Services WED=Waterfront and Economic Development

THREE-YEAR GOAL: **VITALIZE THE WATERFRONT AND ARTESIA CORRIDOR**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the March 12, 2013 City Council meeting	WED Dir.	Present to the City Council for action Centercal's conceptual site plan and financial plans for the waterfront, including Redondo Beach Marina Acquisition Plan.				
2. At the March 19, 2013 City Council meeting	PW Dir.	Present to the City Council for consideration a report on process costs and potential names for renaming Torrance Blvd.				
3. At the March 19, 2013 City Council meeting	Asst. to the CM and CD Dir. (co-leads), working with the City Attorney	Present to the City Council for action a plan to engage with AES and the community post-election.				
4. At the April 16, 2013 City Council meeting	City Manager and Asst. to the City Mgr., working with the Artesia Working Group	Complete and present to the City Council for consideration a Mini Strategic Plan, including the potential renaming of Artesia Blvd.				
5. At the April 16, 2013 City Council meeting	PW Dir. and WED Dir.	Present to the City Council for action Herondo/Harbor Gateway Improvement Project plan options.				
6. At the June 4, 2013 City Council meeting	Harbor Master and City Attorney	Recommend to the City Council for action regulations related to paddle sports in King Harbor.				
7. At the June 4, 2013 City Council meeting	ACM, working with Forest City and the City Attorney	Present to the City Council for action the land swap for the new Transit Center.				
8. At the June 25, 2013 City Council meeting	WED Dir. and CD Dir.	Present to the City Council for action Centercal's detailed site plan for waterfront development and initiate the CEQA environmental review process				

9. September 1, 2013	PW Dir. and WED Dir.	Present to the City Council for action final plans and specifications for the Moonstone Park area development.				
10. FUTURE OBJECTIVE _____	WED Dir.	Present to the City Council for consideration an update to the Harbor Business Plan reflecting current challenges and opportunities.				
11. FUTURE OBJECTIVE _____	PW Dir. – lead, WED Dir., Fire Chief, Harbor Master	Develop the Phase 2 Plan for transient vessel moorings, including land side boater amenities.				

THREE-YEAR GOAL: IMPROVE FINANCIAL VIABILITY AND EXPAND ECONOMIC OPPORTUNITIES

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the March 19, 2013 City Council meeting	Finance Dir. and Fire Chief	Present to the City Council for action an ordinance for film permitting in Redondo Beach.				
2. At the March 19, 2013 City Council meeting	Asst to the CM and City Attorney, working with the PUC	Report to the City Council on the PUC long-term Power Purchase Agreement Process.				
3. At the March 19, 2013 City Council meeting	Asst. to the CM and the City Attorney	Present to the City Council for consideration the submission to the California Energy Commission (CEC) of a city application for "intervener status" on the AES permit application.				
4. At the April 2, 2013 City Council meeting	City Attorney	Provide legal advice to the Mayor and City Council regarding the legal ramifications and opportunities for oil drilling in Redondo Beach.				
5. At the June 18, 2013 City Council meeting	City Manager – lead, Finance Dir., City Treasurer, City Attorney	Report to the City Council on options for the process by which a Utility Users Tax (UUT) or equivalent, including the amount of revenue that can be levied on the power plant.				
6. At the June 20, 2013 Planning Commission meeting	CD Director	Present a draft update of the Housing Element to the Planning Commission for consideration and a recommendation to the City Council.				
7. At the August 20, 2013 City Council meeting	CD Director	Present to the City Council for consideration amendments to the City's conditional use permit requirements and improvement(s) to the conditional use permit process to enhance the city's business friendliness.				
8. September 1, 2013	ACM, working with Forest City	Develop and present to the City Council for consideration a strategy for the future of South Bay Galleria.				

THREE-YEAR GOAL: IMPROVE PUBLIC FACILITIES AND INFRASTRUCTURE

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the March 19, 2013 City Council meeting	PW Director	Present to the City Council for consideration a scope of work and cost schedule for Phase III of Riviera Village streetscape improvements.				
2. June 1, 2013	City Manager and Finance Dir.	Prepare and submit to the City Council for consideration a Budget Response Report with recommendations on the process for the development of an implementation plan for financing and construction of the new public safety facilities.				
3. July 1, 2013	PW Director, working with the RTCS Dir and Community Services Dir.	Report to the City Council on the feasibility of utilizing Beach Cities Health District (BCHD) grant funding for implementation of a pilot Community Garden Project at Wylie Sump.				
4. At the July 16, 2013 City Council meeting	RTCS Dir., working with the CD Dir., Planning Commission and Public Arts Commission	Evaluate mechanisms for private development projects to fund public art and report the results to the City Council.				
5. September 1, 2013	PW Director, working with the Police Chief and CD Dir	Complete security improvements at City facilities.				
6. September 1, 2013	RTCS Dir., in consultation with other Beach Cities Transit member cities and with input from the community, including a public hearing	Study the feasibility of providing express bus service on Route 102, from the Green Line Metro Station to the Pier, and make a recommendation to the City Council for action.				

THREE-YEAR GOAL: INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. May 1, 2013	Asst to the City Manager	Implement a new Employee Orientation Program.				
2. June 1, 2013	City Clerk	Complete implementation of the automated agenda system and voting module.				
3. June 1, 2013	CM and ACM	Complete a Budget Response Report assessing future Human Resources Dept. needs and operational changes and make recommendations to the City Council for action.				
4. June 1, 2013	CM, working with a Library Working Group	Complete a Budget Response Report assessing future Library Dept. needs and operational changes and make recommendations to the City Council for action.				
5. June 1, 2013	CM, working with the IT Dir.	Prepare a Budget Response Report to fund a city website upgrade and present to the City Council for action.				
6. July 1, 2013	City Clerk – lead, CM City Attorney	Complete orientation of new elected public officials.				
7. July 15, 2013	City Manager	Hire a new Finance Director.				
8. August 1, 2013	ACM, working with employee associations	Complete medical insurance recommendations and present to the City Council for action.				
9. August 1, 2013	City Clerk – lead, City Attorney, CM, Finance Dir.	Complete orientation of the new city treasurer.				
10. September 1, 2013	Finance Director	Recommend to the City Council for action an ordinance to change the city's purchasing limit.				
11. At the Sept. 3, 2013 City Council meeting	Police Chief, working with the City Attorney	Present to the City Council for consideration an update to the 1987 Redondo Beach Ball Schedule.				

THREE-YEAR GOAL: MAINTAIN A HIGH LEVEL OF PUBLIC SAFETY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. May 1, 2013	Police Chief	Hire 14 new police officers.				
2. July 15, 2013	Police Chief, working with the IT Dir. and PW Dir.	Install the jail surveillance video camera system.				
3. At the August 6, 2013 City Council meeting	Police Chief, working with the CD Dir., City Attorney, City Prosecutor	Make recommendations to the City Council for action to revise the City's Animal Control codes.				
4. September 1, 2013	Police Chief – lead, Fire Chief, Library Dir., PW Dir.	Coordinate and install an emergency generator at the Main Library for the EOC (Emergency Operations Center) expansion.				
5. September 1, 2013	CD Dir. and City Attorney	Recommend to the City Council for action amendments to the Mills Act (historic preservation) contracts to provide for five-year inspections and cost recovery.				

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF REDONDO BEACH SINCE THE SEPTEMBER 13, 2012 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- Hired a new fire chief
- Completed the first coker delivery and transport
- Completed the land swap with the Redondo Beach Unified School District
- First year of 3D Theatricals
- Implemented self-serve parking at the Pier
- Selected a developer for the waterfront
- Conducted four (plus one more tomorrow) public meetings regarding development of the waterfront
- Received \$122,000 in traffic safety grants
- Negotiated side letter agreements with the unions for health insurance
- Hired an engineering firm to prepare construction documents for the Moonstone Park project area
- Hired a transportation engineer to design the Herondo/Harbor Gateway Improvement Project
- Challenged AES date advocacy at the Energy Commission
- Finalized exclusive negotiating agreement with Centercal Properties
- Purchased new CSI (Crime Scene Investigation) cameras
- Hired three new firefighter-paramedics
- Apprehended a murder suspect across the Mexican border
- Hired a computer support technician
- Purchased enhanced video telephones for the CNT (Crisis Negotiation Team)
- Installed a donor wall at the North Branch Library
- Won the Verizon UUT appeal case
- Redesigned maps and graphics for Beach Cities Transit
- Finalized the lease extension with Best Western Hotel
- Completed a scope of work for a city website modernization
- New kitchen in Station 1
- Completed the reorganization of the film permit process
- Completed parking lot improvements at City Hall and Dominguez Park
- Completed the Super Bowl 10K special event
- Completed employee focus groups
- Installed a water bottle refill station at the Pier
- Achieved first city blue zone certification
- 14 police officer candidates in process
- Restructured the Marine Ave. hotel lease
- Restructured the Shades Hotel lease
- Hired a new auditor and implemented new procedures for the Internal Service Fund
- Revised the massage ordinance for consistency with state law
- Purchased and began implementation of an online hiring module
- Received \$500,000 in Caltrans grants
- Completed Phase I of Artesia Working Group engagement and prepared the first draft of a mini strategic plan
- Purchased Hyland for the electronic agenda
- Agreed with Sharefest to complete the K-9 training facility
- Completed advocacy in Washington DC on federal matters

- Completed major repair of Galveston Wall
- Completed the Sand Replenishment Project
- A library circulation supervisor was hired
- Successfully completed the annual comprehensive financial report with new auditors and a new departmental lead
- Installed a new roof at Station 1
- Appointed an acting, temporary city treasurer
- Hosted the Coastal Commission for one of their monthly meetings
- Completed MUNIS financial system upgrade
- Received \$2.4 million from Chevron for the Moonstone Park project area
- Purchased a generator for an alternate EOC (Emergency Operations Center) for the library
- Reorganized the Engineering, Planning and Public Works Departments
- Demolished the Parcel 10 building
- Continued Perry Park improvements (e.g., new fencing, backstops, painting)
- Achieved High Performance status for the Housing Authority
- Purchased new handguns for all police officers
- Set up the successor agency for the Redevelopment Agency
- Successfully completed Oversight Board audits for the successor agency
- Completed plans and specifications for the Events Plaza in Veterans Park

THE CITY'S CURRENT INTERNAL WEAKNESSES/CHALLENGES

Brainstormed List of Perceptions

- Lack of administrative staff
- Lack of adequate resources to keep up with demand
- Low employee morale
- Disgruntled POA
- Staff fatigue and organizational stress
- Lack of financial and staff resources
- Not enough time to address issues in a timely manner
- Uncertainty in funding due to sequestration
- Employee resistance to reorganization change and economic realities
- Constraints on purchasing ability (by ordinance and charter)
- Concerns related to losing experienced employees and institutional knowledge
- Ramifications of the elections
- Email information overload
- Resources stretched to meet customer service demands
- Uncertainty about medical insurance
- Recruiting challenges in attracting qualified new police personnel and associated overtime trends
- Fiscal constraints related to the weak economy and business losses
- Lack of resources for maintenance and replacement of an aging infrastructure
- Higher costs from benefits and PERS
- Unfriendly business culture; we are compliance-oriented, rather than facilitative

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN THE NEXT THREE YEARS

Brainstormed List of Perceptions

- Slight improvement in California's economic circumstances
- Some certainty regarding the AES property
- Improved business environment for waterfront development
- Improved finances for the school district
- Land swap with the school district
- March 5 and May 14, 2013 elections
- Improving personal incomes
- Improved relationship with the Coastal Commission
- Cooperative working relationship with the new congressman
- Stable city credit rating from Moody's
- Expanded use of the performing arts center
- Amazon collecting sales tax
- Increasing travel and tourism
- Favorable natural gas prices
- Redondo Beach has a very good reputation among job seekers
- Maintenance of property values
- Chevron's licensing fee
- Generous community - both residents and businesses, including AES
- Mobilization of technology
- Denial of AEC application by the California Energy Commission

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN THE NEXT THREE YEARS

Brainstormed List of Perceptions

- Natural disasters
- Sea level rise
- Social and environmental justice provisions of AB 32
- Increased gasoline prices
- Increased homeless and the impact on resources
- Loss of Nordstrom
- Expanding water quality regulations
- Continued state hostility to city home rule
- Asteroids
- Reduced access to potable water due to the Delta Smelt
- Sequestration
- Higher costs of benefits and PERS
- Potential remained closure of the San Onofre Nuclear Power Plant
- Potential litigation
- Labor union discontent
- Increased proliferation of cyber attacks
- Unfunded state and federal mandates
- Homeless service demands
- Mobilization of technology

STRATEGIC PLANNING ELEMENTS

Marilyn Snider, Strategic Planning Facilitator • Snider and Associates (510) 531-2904

"SWOT" ANALYSIS

Assess the organization's:

- Internal Strengths - Internal Weaknesses
- External Opportunities - External Threats

MISSION/PURPOSE STATEMENT

States WHY the organization exists and WHOM it serves

VISION STATEMENT

A vivid, descriptive image of the future—what the organization will BECOME

CORE VALUES

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

KEY PERFORMANCE MEASURES

What success will look like upon achievement of the goal

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months