

C I T Y O F R E D O N D O B E A C H

STRATEGIC PLANNING WORKSHOP

25 March 2009 * Redondo Beach Library

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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*

THREE YEAR GOALS

2007-2010 • not in priority order

- **Improve public facilities and infrastructure**
- **Enhance financial viability and expand economic opportunities, especially in the commercial areas**
- **Enhance and revitalize the Harbor and Pier area**
- **Enhance the livability and environmental sustainability of our community**
- **Enhance public safety and emergency preparedness services for our community**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
By March 27 (Friday)	City Manager	Distribute the retreat record to those who need it.
Within 48 hours of receipt	All recipients	Read the retreat record.
March 30, 2009	City Manager	Distribute the Strategic Plan to all employees on the email system.
April 3, 2009	Department Heads	Present and discuss the updated Strategic Plan with staff.
At the April 7, 2009 City Council Meeting	Mayor, City Council	Present the updated Strategic Plan to the public.
April 11, 2009	City Manager Management Team	Review the "Weaknesses/Challenges" list for possible action items.

April 13, 2009	City Manager	Present a status report to the employees on action taken (to be taken) the "Weaknesses/Challenges" list.
Monthly	Mayor, City Council, City Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Assistant to the City Manager	Prepare and distribute the updated Strategic Plan monitoring matrix.
September 14, 2009 (Monday) 8:00/8:30 am – 3:00 pm	Mayor, City Council, City Manager and Management Team	Strategic Planning Retreat to: <ul style="list-style-type: none"> - assess progress on Goals and Objectives - develop Strategic Objectives for the next 6 months

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

ACCOMPLISHMENTS OF THE CITY OF REDONDO BEACH SINCE THE MARCH 10, 2008 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- Finished Torrance Blvd. landscaping
- Successful UUT election
- Launched redondobeachresort.org
- Completed restoration of the historical museum
- District signage for Riviera Village, the Pier and Harbor
- Completed Riviera Village streetscape design and beginning a pilot project
- Employee Service Awards Program and event
- Completed elections in November and March
- Completed the Data Center Virtualization Project
- Hosted a successful economic summit
- Completed Axenty Way traffic calming
- Installed a Pier and Harbor webcam
- Completed a feasibility study for guest docks/moorings in the Harbor and applied for a grant
- Finalizing the update of the Emergency Operations Center
- Completed two projects at City Hall: fumigation, lighting surge protection
- Upgraded the computers in police vehicles
- Completed Microsoft Office upgrades
- Instituted a program of community meetings between the police and the public
- Completed conceptual design, and got Council approval, for the Esplanade
- Installed litter containers and benches on the North Redondo Bikeway
- Rebalanced the 2008-2009 budget in response to recession
- Facilitated seaside ice program
- Completed the Aviation Park Improvement Program
- Submitted shovel-ready projects to the Economic Stimulus Program
- Completed a draft Employee Training Plan
- Constructed the city's first roundabout
- Hosted a ribbon cutting ceremony for the 9-11 Tribute Memorial
- Passed a parking ordinance for large vehicles near intersections
- Installed a book drop for the North Branch Library
- Approved design elements for the Pier and Harbor revitalization
- Created an e-zine for distribution of electronic crime data
- Renewed taxi franchise agreements
- Approved the landscaping project for Prospect
- Approved a concept for Seaside Lagoon
- Installed speed cushions at various locations
- Issued an RFP for the first phase for transit center design
- Established a Public Art Commission
- Approved a corporate sponsorship program for the Performing Arts Center

- Implemented City Council meeting webcasting
- Upgraded credit rating by Standard & Poor
- Library groundbreaking
- Resurfaced Catalina Blvd.
- Alta Vista snack bar was renovated
- Three MOUs with safety groups
- Brought online payment capabilities to the public
- Installed left hand turn signals at PCH and Torrance Blvd.
- Completed the 190th Street project
- Completed PCH/Catalina landscape feature
- Joint transit center funding proposal with the City of Torrance approved by the City Council
- Created best practices brochures and distributed them to yacht clubs and marinas
- Initiated replacement of the Harbor Patrol facility
- Passed a 'no smoking' ordinance for piers and beaches
- Obtained a new letter of credit from the Bank of the West
- Increased the number of Neighborhood Watches in the City
- Completed transfer of SBVP and WIA programs to outside organizations
- Installed a new "Path of History" marker at the Civic Center
- Started TIR process for remodel of the South Bay South
- Launched second round of the Customer Service Academy
- Restarted the audit program for harbor leases
- Completed review process for the harbor properties RFP and RFQ and selected a developer for the Harbor Drive site
- Increased film permits

THE CITY'S CURRENT INTERNAL WEAKNESSES/CHALLENGES

Brainstormed List of Perceptions

- Loss of experience on the Council
- Lack of resources to address deferred maintenance and facilities needs
- Inadequate revenue to support adequate staff
- Return to Work impacts
- Lack of code enforcement laws to deal with nuisance issues
- Staffing vacancies
- Lack adequate staffing
- Lack of cross-trained employees
- Lack of beautification on the Edison right-of-way
- Insufficient interdepartmental communication at the mid-management level
- Restricted opportunity for economic growth due to the Charter
- Poor communication between City Council direction through staff to vendors
- Spread of misinformation through gossip and the rumor mill
- Budget preparation process problems
- Loss of key personnel
- Interpersonal conflicts

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN 2009

Brainstormed List of Perceptions

- Economic Stimulus money
- Staycations
- Possibly a new hotel
- New technologies
- Green technology improvements
- School improvements
- New federal administration
- Low mortgage rates
- Expanded community involvement
- Improved labor pool
- Lower construction costs
- We're getting a Kohl's store

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN 2009

Brainstormed List of Perceptions

- State budget crisis
- High unemployment rate
- Declining tax income
- State tax increases
- Increased crime
- Los Angeles Regional Water Quality Control Board
- Adverse court decisions, e.g., day laborers
- Continued erosion of local authority and compensation for use of public right-of-ways
- Increased failure of businesses
- Increased utility costs
- Housing foreclosures
- Increased rental vacancies
- Global economic contraction
- Reduced tourism
- Bank failures
- Increased construction costs due to the Economic Stimulus
- Earthquake
- Pressure on the schools
- Other countries' problems that prevent them from investing in this country; purchasing power decrease
- Impact of decreased air travel
- Weakness of the US dollar
- Email rumors
- Decline in retail sales
- Drought
- Declining property values
- Sales tax increase
- Increased homelessness
- Decreased interest rates
- Unfunded state and federal mandates
- Increased healthcare costs
- Increased CALPERS costs
- Inability to obtain credit
- Potential inflation
- Climate changes
- Loss of jobs
- Increased societal stress - impacts our employees and the Police Dept.
- Auto industry failures
- One day closer to another disaster
- Decrease in dining out
- Continued traffic congestion and transportation problems
- Decreased exports

ADDRESSING THE 2009-2010 BUDGET SHORTFALL

SUMMARY OF OPTIONS TO PURSUE

not in priority order

- Secure employee wage and benefit concessions
- Maintain frozen positions
- Identify and quantify services for reduction of operational costs and consolidation of facilities
- Reduce Commission meetings to save money and staff time
- Pursue federal and other outside funding for operations and capital expenditures
- Increase interagency and intergovernmental collaboration and cooperation to share procurement and reduce operational costs

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IDENTIFY OPTIONS FOR ADDRESSING THE 2009-2010 BUDGET SHORTFALL

Brainstormed List of Options from which the Options to Pursue were developed

- Initiate furloughs
- Secure employee wage and benefit concessions
- Increase fees
- Reduce nonessential services
- Increase pursuit of grant opportunities
- Renegotiate MOUs
- Review the Vehicle, Communication and IT Funds to defer replacements
- Relax parking standards to allow more businesses and restaurants in Redondo Beach
- Suspend programs and special events
- Increase cross-training
- Modify work schedules
- Share costs of programs with users
- Implement job sharing
- Reduce Commission meetings to save staff time
- Pursue federal funding
- Implement a "Shop Redondo" Program
- Capture sales tax leakage
- Modify and implement user and impact fee
- Reorganize the staffing structure
- Actively pursue outside funding for capital projects
- Adopt revenue enhancements
- Reduce street lighting to save utility costs
- Actively pursue a volunteer workforce
- Increase community involvement
- Increase incentives to opt out of the city healthcare plan
- Defend the city from state takeaways
- Attract new business investment
- Increase business outreach by a Business Visitation Program
- Suspend parking meter permits for 2 years
- Increase interagency and intergovernmental collaboration and cooperation
- Maintain frozen positions
- Revisit landscaping and lighting district to add an additional assessment
- Consider early retirement incentives
- Provide opportunities for voluntary furloughs
- Consolidate facilities
- Combine objectives with goals