

City Council Adjourned Regular Meeting

City Council Strategic Planning Retreat

Monday, November 30, 2015

9:00 AM

Police Fire Conference Room

400/420 15th Street

Manhattan Beach, California 90266



Mayor Mark Burton

Mayor Pro Tem Tony D'Errico

Councilmember David Lesser

Councilmember Amy Howorth

Councilmember Wayne Powell

Executive Team

Mark Danaj, City Manager

Quinn Barrow, City Attorney

Robert Espinosa, Fire Chief

Teresia Zadroga-Haase, Human Resources Director

Eve R. Irvine, Police Chief

Mark Leyman, Parks & Recreation Director

Bruce Moe, Finance Director

Nadine Nader, Assistant City Manager

Tony Olmos, Public Works Director

Liza Tamura, City Clerk

Marisa Lundstedt, Community

Development Director

MISSION STATEMENT:

The City of Manhattan Beach is dedicated to providing exemplary municipal services, preserving our small beach town character and enhancing the quality of life for our residents, businesses and visitors.

A. CALL MEETING TO ORDER**B. PLEDGE TO THE FLAG****C. ROLL CALL****D. CERTIFICATION OF MEETING NOTICE AND AGENDA POSTING**

I, Liza Tamura, City Clerk of the City of Manhattan Beach, California, state under penalty of perjury that this notice/agenda was posted on Monday, November 23, 2015, on the City's Website and on the bulletin boards of City Hall, Joslyn Community Center and Manhattan Heights.

E. PUBLIC COMMENTS

2 MINUTES PER PERSON

F. RETREAT WELCOME AND CONTEXT SETTING

Mayor Mark Burton / Julia Novak, The Novak Consulting Group

1. City Council Strategic Planning Retreat Follow-Up Documents (Assistant City Manager Nader).

[15-0527](#)

REVIEW AND DISCUSS STRATEGIC PLANNING RETREAT DOCUMENTS

Attachments: [Draft Strategic Planning Framework](#)

[Manhattan Beach City Council Retreat Report - November 4, 2015](#)

[Information Memo - Interim Workplans](#)

G. FINALIZE THE FRAMEWORK

Julia Novak / City Councilmembers

1. Overview of the Strategic Planning Framework
2. Review and agree on directional statements for each Critical Success Factor
3. Review the proposed Policy Objectives
4. Review the proposed Governance Activities

H. INTEGRATE WORK PLAN AND STRATEGIC INITIATIVES

Julia Novak / City Councilmembers

Review process of integrating existing City of Manhattan Beach workplan with the Strategic Planning Framework.

I. NEXT STEPS

Julia Novak / City Councilmembers

1. What additional input from the community is desired?
2. What support does the governing body need from staff?

J. CLOSING

Julia Novak

K. ADJOURNMENT

In compliance with the Americans with Disabilities Act (ADA) if you need special assistance to participate in this meeting, you should contact the office of the City Clerk at (310) 802-5056 (voice) or (310)546-3501 (TTD). Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to assure accessibility to this meeting.

Agenda Date: 11/30/2015

TO:

Honorable Mayor and Members of the City Council

THROUGH:

Mark Danaj, City Manager

FROM:

Nadine Nader, Assistant City Manager
Kendra Davis, Management Fellow

SUBJECT:

City Council Strategic Planning Retreat Follow-Up Documents (Assistant City Manager Nader).

REVIEW AND DISCUSS STRATEGIC PLANNING RETREAT DOCUMENTS

The following report provides a summary for the content of the City Council Strategic Planning Retreat Follow-Up to be held on November 30, 2015.

On November 4, 2015, the City Council convened its Strategic Planning Retreat, facilitated by Julia Novak of The Novak Consulting Group. She has held a number of meetings and feedback opportunities for stakeholders, including:

- Individual interviews with City Councilmembers
- City employee Strategic Planning focus groups
- Two community input meetings
- City Council Strategic Planning Retreat

Julia Novak has facilitated the process since it started and led the numerous outreach initiatives listed above in order to gather a broad vision of what the goals and priorities are for the future of Manhattan Beach. A report of the November 4th retreat is attached.

At that retreat, City Council created a draft Strategic Planning Framework that included these tenets:

- Effective Governance
- Meaningful Resident Engagement

- Aligned and Committed Workforce
- Financial Sustainability
- Environmental Stewardship
- Proactive Community Planning and Public Safety
- Effective Physical Asset Management - Infrastructure, Facilities, Amenities
- Economic Vitality

This exercise also resulted in City Council direction to the facilitator, Julia Novak, to create potential policy objectives for each pillar. The City Council determined a follow-up meeting was necessary in order to reflect and expand on those potential policy objectives.

With the assistance of the facilitator, the City Council will review the eight tenets identified earlier and condense them into a final list of essential priorities necessary to the success of the City's Strategic Plan.

In addition, the City Council requested the current workplan (attached). It should be noted that this document has not been updated since the attached information memo was released, as staff was waiting for the current strategic planning process to commence and conclude. Based on the final goals and objectives set by the Council, staff will update and organize the workplans to reflect the final goals and also update the status of workplan items and add new items that the Council has approved over the past year.

The additional documents attached to this report are meant as reference materials for the City Council to review in preparation for its discussion at the follow-up meeting.

Attachments:

1. Draft Strategic Planning Framework
2. Manhattan Beach City Council Retreat Report - November 4, 2015
3. Information Memo - Interim Workplans

Manhattan Beach

Strategic Planning Framework

The City of Manhattan Beach is recognized for providing exemplary municipal services and contributing to the exceptional quality of life afforded to residents, businesses and visitors who enjoy living in and visiting California's safest Beach community.

The City recognizes that in order to ensure this Vision is achieved, the following Critical Success Factors must be tended to:

- Effective Governance
- Meaningful Resident Engagement
- Aligned and Committed Workforce
- Financial Sustainability
- Environmental Stewardship
- Proactive Community Planning and Public Safety
- Effective Physical Asset Management; and
- Economic Vitality

Effective Governance

Effective Governance is accomplished by elected officials who embrace their role as Trustee and Policy Maker. The Manhattan Beach City Council recognizes its obligation to make decisions with the long-term best interest of the community at the Center of every decision. Respect and civility are the hallmark of public meetings and personal interactions between and among our elected officials, City employees and the public.

Policy Objectives:

- Clear policy guidance is provided to City staff from the City Council
- City Council meetings and workshops are efficient, respectful, well-managed and invite participation from all segments of the community

Governance Activities:

- Vigorously uphold standards of civility and decorum at all public meetings.
- Evaluate and adopt strategic initiatives that continue to move the City towards its vision.

Meaningful Resident Engagement

The City of Manhattan Beach recognizes that civic engagement is at the heart of community. The City Council listens and encourages input from residents and effectively communicates with stakeholders. Volunteering is part of the culture and fabric of our community where City sponsored organizations and civic groups provide opportunity to participate in the life of the community.

Policy Objectives:

- Communication with residents happens through a variety of mediums that make it convenient to be up to date on City issues, activities and events.
- The City's website is easy to navigate and provides both information and a portal to online service delivery.

Governance Activities:

- Evaluate opportunities for civic engagement.
- Create opportunities for residents to engage with their City government.
- Evaluate communication strategies and tactics.

Aligned and Committed Workforce

The efficient delivery of high quality municipal services is made possible by the City's aligned and committed workforce. Strong leadership ensures teamwork and customer service are translated into service delivery consistent with the priorities and expectations of the City Council.

Policy Objectives:

- Manhattan Beach residents receive world-class customer service
- Manhattan Beach employees are competitively compensated
- Manhattan Beach employees enjoy working for the City and serving our residents

Governance Activities:

- Assess employee compensation.
- Provide clear communication on Council priorities to City leadership.

Financial Sustainability

Manhattan Beach is a financially successful city, as a result of good oversight, financial stewardship, and cost management. The City of Manhattan Beach places a high value on maintaining sound and conservative financial practices to ensure the fiscal sustainability of the City.

Policy Objectives:

- City services are funded with diverse revenue sources
- Maintenance of existing infrastructure, assets and amenities is a financial priority

Governance Activities:

- Annually review existing revenue sources and examine new potential funding mechanisms and revenue sources.
- Regularly review, adjust and implement new financial oversight and cost management practices and policies that ensure effective budget management.
- Regularly review policy and practices to ensure a balance exists between our resident and businesses needs and financial resources available.
- Regularly review, adjust and implement new policies and initiatives that support financial stewardship.

Environmental Stewardship

The residents of Manhattan Beach place a high value on a healthy, outdoor, recreational life style and are committed to protecting the environment of this beautiful coastal community. The City recognizes its role in environmental stewardship and works to create a built environment that compliments the natural environment.

Policy Objectives:

- The City is safe, walkable and bikeable
- A healthy lifestyle is convenient and accessible
- The City is recognized for its progressive environmental stewardship and healthy community initiatives

Governance Activities:

- Regularly review changes in environmental stewardship best practices for applicability in Manhattan Beach

Proactive Community Planning and Public Safety

A sense of community is at the heart of our small town identity. Manhattan Beach is a safe community that proactively updates and enforces its municipal codes. Development and redevelopment are respectful of the appropriate scale for our residential and commercial neighborhoods.

Policy Objectives:

- Police, Fire and Public Works work together to ensure public safety.
- Current Master Plans and Specific Plans provide policy guidance for development and redevelopment
- Manhattan Beach is the safest Beach community in California

Governance Activities:

- Regularly review land development ordinances.
- Continually assess and update long-term and specific planning documents

Effective Physical Asset Management – Infrastructure, Facilities, Amenities

The City of Manhattan Beach has a well-maintained physical infrastructure. Facilities and amenities are properly maintained to ensure the public's investment is properly managed. Facilities and amenities are designed, constructed and

Policy Objectives:

- Proper maintenance of infrastructure is prioritized in the City budget
- A robust asset management plan ensures all facilities and amenities receive proper preventative maintenance
- The City's Capital Improvement Plan anticipates and plans for the ongoing needs of the community

Governance Activities:

- Regularly assess and report on the state of the City's hidden infrastructure.
- Regularly review and report on physical asset conditions.
- Annually evaluate the City's infrastructure investment in the City's Capital Improvement Program.

Economic Vitality

Manhattan Beach's intentional approach to economic vitality balances local and regional businesses in all its commercial areas. The City is proactive in identifying and attracting new businesses that complement and enhance our unique community. The City has created a nurturing business-friendly environment that encourages developers interested in meeting our high environmental and design standards. Our community is attractive to Silicon Beach talent

Policy Objectives:

- Commercial development that meets the needs of our local residents is encouraged and supported
- The City is actively engaged with our business community
- The City is positioned to attract Silicon Beach talent
- Business visitors and tourists have outstanding lodging options when visiting Manhattan Beach

Governance Activities:

- Regularly evaluate economic development tools and priorities.

City of Manhattan Beach

City Council Retreat Report

November 2015



The Manhattan Beach City Council met on November 4, 2015 to conduct a strategic planning retreat. The retreat was facilitated by Julia Novak of The Novak Consulting Group. In addition to the Mayor and Council Members, staff from the City Manager's Office and Department Directors also participated.

The meeting began at 9:00 am; all members of the City Council were present.

Welcome and Introduction

The retreat began with several introductory comments by the facilitator. The purpose of the session was to develop a strategic planning framework and to identify priorities to advance the community towards its desired future. The process of developing a strategic plan explores three key questions:

1. What do we know to be true?
2. What do we hope will be true in the future?
3. What must go well in order to make it so?

Participants were then asked to introduce themselves and share their expectations for the retreat.

- Put together a strategic plan to understand what our purpose is with a clearly delineated structure for moving forward; need some specificity
- Get on the pathway to completing the strategic plan that incorporates community input, and then move on to a work plan that is prioritized with long term and short term goals
- Move toward a strategic plan that can last for several years; lasting power for the community
- Need to develop a strategic plan, not a workplan; this requires us to keep the conversation focused at a high level
- Have the long term as well as the short term, now have substantial community input and have employee comments so we are going to have all stakeholders involved this time
- Looking forward to having input into where the community is going; hoping to glean insight for departmental strategic plan
- Have structure to help move organization forward
- Good policy setting and direction and be able to incorporate into workplans
- Collective vision – set goals based on collective vision
- Understand the Council's high level expectations and translate that into purpose and value for my department
- Get immersed into hearing Council's objectives and make sure my department supports the strategic objectives of Council
- Follow a set path
- Focus for organization so employees feel connected to Council goals

The Council agreed to adhere to the following ground rules throughout the retreat.

- Be BOLD, positive, and realistic
- Be open to new ideas, to a different perspective, to agreeing and disagreeing
- Be respectful and honest
- Listen to, understand, and give your attention to the speaker
- Keep on track, on time, focused on the question at hand
- No interrupting, no personal attacks
- Be patient, present, engaged
- Silence devices and minimize distractions

"This I Believe..."

In order to develop an understanding of the various perspectives of individual members of the Manhattan Beach City Council, the group was invited to participate in the 'This I Believe' exercise, loosely based on the essay format made popular on National Public Radio. The Mayor and each Councilmember were given five to seven minutes to share "what they believe" about the future of the City of Manhattan Beach, generally using the following guidelines.

- Tell a story: Be specific. Take your belief from the events of your life that have shaped how you look at and experience "community."
- Name your belief: Focus on a core belief and talk about why it is true.
- Be positive: This is what you DO believe, not what you DON'T believe. Avoid speaking in the editorial "we," and make sure this is about what you believe. Speak in the first person.

The following is an abbreviated summary of some of the comments from each participant.

Councilmember Wayne Powell

I believe Manhattan Beach will be a green, sustainable City with a small, beach community character. Manhattan Beach is walkable, financially viable, with strong public safety and well-maintained infrastructure. It is family-oriented, has excellent schools and facilities. Manhattan Beach has open and transparent government, state of the art technology, public Wi-Fi, first class visual and performing arts, downtown businesses that serve our residents and visitors, and is not an overdeveloped Coney Island.

Councilmember David Lesser

I've lived in four areas of Manhattan Beach and I've been close with my neighbors at all locations. I believe the sense of community and strong neighborhood relationships are our greatest attributes, along with our pristine environment. Our homes are situated close together, we have high quality schools, and high quality City-sponsored classes and activities. I remember my wife and me coming home with our first child. The neighbors were out in their front yards, kids were playing in the street. Immediately neighbors came with food and gifts, and soon the neighbors became our closest friends. This is the nature of Manhattan Beach; this is at the heart of what we love about Manhattan Beach. This small-town atmosphere is as much about people as it is about buildings, and we need to foster new and nurture existing relationships.

Councilmember Amy Howorth

Our strongest asset is our residents; they create our community. We must continue to foster the sense of neighborhood pride. We know our neighbors. Schools are the bedrock of the neighborhood and community. I am not afraid of change and I embrace new technology because it is a tool to enhance the quality of our lives. We should continue to try new things, while still valuing our small-town feel. We

have outliers and dreamers. People come here for a reason and I want to protect what is good without looking backwards. Communities often fear change, so it is important to strengthen the things that keep us together. We should foster community events that bring us all together and foster our relationships. Our residents are down to earth and involved.

Mayor Pro Tem Tony D’Errico

Community and family are our #1 asset. The schools and the beach are important, but we are known as a small-town, family-oriented community, and that is what brings people here. It is about community, not about assets. We are undergoing significant change in the community – residential and business. We are at risk of losing that asset. We on Council are the only ones who can do anything about it. We need to own it and have a balanced approach so we can look back in 20 years and say that is what we wanted.

Mayor Mark Burton

Manhattan Beach continues to evolve, and our future is bright and promising. The primary purpose of the City is to create a great place to raise a family. Our job is to manage change. We are getting better. We need to be the best place to raise a family. Our charge is to set the foundation so it is even a better place to raise a family. We need to create a safe community. Our asset is how we treat each other; as residents we are respectful, neighborly, and friendly. This is the key to Manhattan Beach and the key to our future.

Key words from these statements were transcribed below so that participants could see and identify themes.



Staff was asked to reflect on what they heard from the Council. Their thoughts are as follows.

- Financial security plays into all of this
- Consistent with what we heard from community
- Pleased to hear feedback and it resonated with what we talk about with our team – first class programs across the board
- There are a lot of items that relate to safety, we need to continue to meet the needs of the community in regards to safety
- Encouraging that we can support all of these things behind the scenes, this about meeting the City's needs, how to make the City greater than it already is collectively
- See exciting opportunity and bring future, but it requires leadership and bold decision making, sometimes without perfect information

The Current Environment

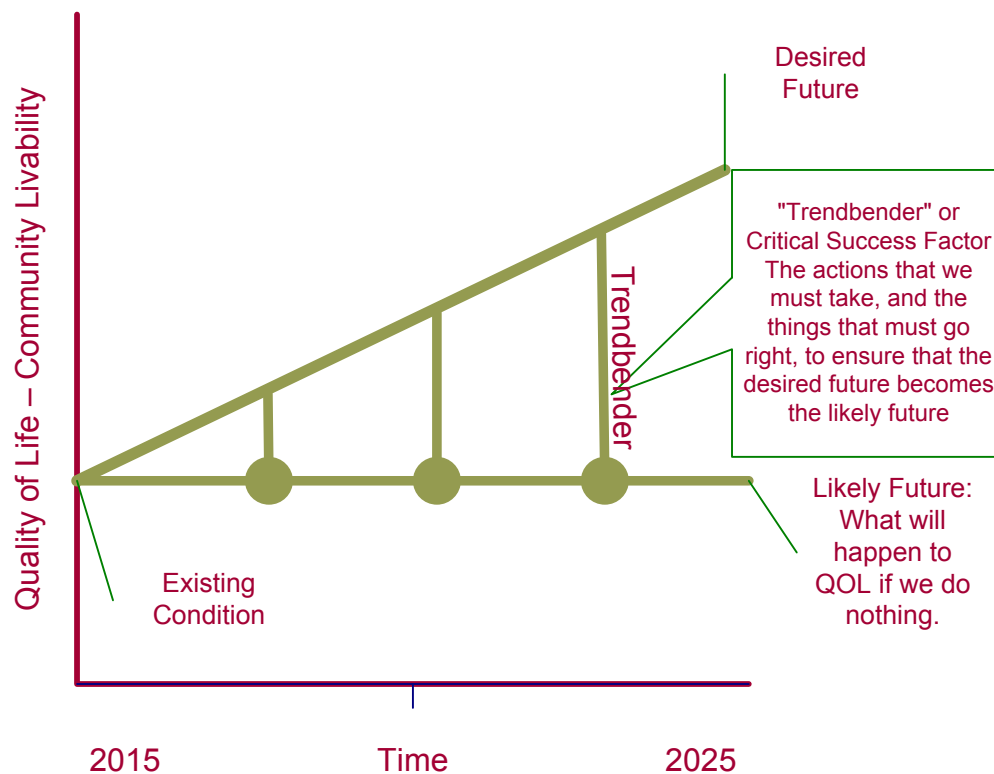
Next, the group was asked to reflect on the input received from the community meetings and the staff focus group sessions. Specifically, the group was asked to respond to the following questions: What did you learn from the community input that challenges how you think about the City? What from the organizational survey surprised you, excited you, and concerned you?

- How lucky we are that we are focusing on charm of community – not safe drinking water or crime
- We are the same page with many of our residents, comes from being part of a community this is financially well-off, our comments dovetail from the community comments; there are a lot of residents that want to be involved – how can we improve public engagement and engage residents who want to be involved
- So many comments about maintaining small town charm; people don't want more parking because that impacts charm, safety, congestion, etc.; financial sustainability – people want cost-cutting before considering new revenue, people want us to maintain existing facilities and infrastructure before building new; staff recognize the need to be more efficient and technology is a tool; resource allocation was a big theme; residents have high expectations
- Pleased to hear what my colleagues believe is important and for the most part it is in alignment with community input; now our role to put that to paper regarding where do we want to go, what are the bold decisions we need to make to protect what we have and move forward
- Translate what residents say into policy decisions – we need to be careful not to react to individual things but rather translate comments into understanding the problem/issue
- Council's job is to translate or else this becomes a work plan rather than understanding the higher wants and needs
- We've got a unique staff, there is a sense of team, this is a huge asset; see exciting lead for bold leadership, I'm concerned, we need to step up and do big, bold things, that takes courage
- We are connected with the community so these comments weren't a big surprise
- Level of customer service and positive public service attitude among employees
- Need to manage change – need to retain many things but also move forward
- We have a passionate community, engagement is a thread through all of these items and it is our responsibility to continue to do a good job on engagement
- Sense of community is so important; great that Council is focused on big picture
- Some of the things we want to do go beyond our existing revenue sources; challenge because we can't do it all; misconception that we have so much extra money
- Not all of our residents are 'rich;' need to add this dichotomy into our visioning, we can't lose sight of that
- These 7 areas are the pillars of strategic planning for Manhattan Beach
- Resource sharing with other communities is a theme we need to explore

The group took a break at 10:00 and reconvened at 10:20; all members of the City Council were present.

Strategic Planning – Critical Success Factors

A “trendbender” diagram was presented, which illustrates the concept that critical success factors influence the development of a community’s quality of life. The Councilmembers were asked to rate the current quality of life in Manhattan Beach on a scale of 0% – 100%. The Council agreed that a starting point of between 60-75% was appropriate. The trendbender diagram is reproduced below for reference.



Next the group identified the critical success factors, those things that must go well in order to bend the trend in the desired direction. The following eight critical success factors were identified, along with the ideas generated by the Council.

1. Effective Physical Asset Management – Infrastructure, Facilities, Amenities

- Leadership to build/bond new infrastructure
- ‘Invisible’ infrastructure – water, sewage, streets
- Maintain our infrastructure
- Facilities
- Facilities and infrastructure – everything within its lifecycle

2. Proactive Community Planning

- Code reform
- Vibrant downtown, not Beverly Hills
- Long term planning
- Keeping our small-town character
- Small-town identity, safe community – perceived and real

3. Environmental Stewardship

- Healthiest city possible

4. Effective Governance

- Workplan is derived from strategic plan
- Demonstrate success, builds trust, i.e. library
- Political will
- Vision
- Open government that listens to our residents
- Lose fear of vocal minority, educate
- Governance, strong leadership
- City Council credibility
- Agreement among Councilmembers on what are the priorities
- City Council behaviors – effective and efficient, collegiality, right people, voice of the customer
- Sustained focus by Councils in the future on specified priorities
- Technology (City)
- Defer natural disaster (which would become focus, priority)

5. Aligned and Committed Workforce

- Staff development – keep and attract great staff

6. Financial Sustainability

- Revenue streams
- Financial strength – transient occupancy tax, special enterprise funds
- Residents willing, convinced to supplement existing revenue sources, e.g. bonding
- Property taxes (value) remains strong or at least do not drop significantly

7. Meaningful Resident Engagement

- Engagement – true measure of full community input

8. Economic Vitality

- Economy
- Economic development
- Economic vitality – revenue goals being met while meeting community objectives

The Council was divided into small groups and developed descriptive statements for each of the eight critical success factors. After completing the draft statements, the group broke for lunch at 11:55 a.m. The meeting reconvened at 12:40; all members of the Council were present. The department directors rejoined the group at 1:00.

When the group reconvened after lunch, the descriptive statements for each critical success factor were reviewed and revised as follows.

Effective Physical Asset Management – Infrastructure, Facilities, Amenities

Years ago, City Council committed to providing its residents with up to date infrastructure, facilities, and amenities. Today the City boasts of smart and environmentally sustainable infrastructure, facilities, and amenities with regular proactive maintenance schedules. Thanks to the 2015-2016 City Council, the City diversified and enhanced its sustainable revenue sources.

Proactive Community Planning and Public Safety

Manhattan Beach values its small town identity and sense of community. Manhattan Beach embraces planning for the future. Manhattan Beach is known for being a safe community through its police force and community involvement. Manhattan Beach proactively updates and enforces its municipal codes. Manhattan Beach is committed to maintaining an appropriate scale of residential construction and commercial development. Manhattan Beach is focused on maintaining its economic vibrancy and embraces a mix of business types within our infrastructure limitations.

Environmental Stewardship

Our residents place a high value on a healthy, outdoor, recreational quality of life. Manhattan Beach has a strong, historical commitment to the protection of the environment of our coastal community. To that end we support safe, walkable, and bikeable streets, a small downtown, and unique City-sponsored community events.

Effective Governance

Manhattan Beach is governed by leaders committed to responsibly represent the community's interests. Visionary trustees continue to make it the jewel of the West Coast. Residents have continued to elect bold leaders not afraid to make tough decisions who intuitively take the long view. Manhattan Beach thrives by being leaders in effective governance.

Aligned and Committed Workforce

The City of Manhattan Beach delivers the highest quality of services through its aligned and committed workforce. Manhattan Beach values investing in the development of its employees. The City's Leadership Team focuses the workforce on providing a high level of customer service. City services are aligned with Council priorities. Morale is high and our employees work as a team.

Financial Sustainability

Manhattan Beach is a financially successful city, as a result of good oversight, financial stewardship, and cost management. We continually balance the needs of our residents with the financial resources available. We proactively examine all potential funding mechanisms.

Meaningful Resident Engagement

The City Council of Manhattan Beach places a high value on civic engagement. City Council listens and encourages input from our residents through Council meetings, electronic media, and special workshops. Communicating information effectively to our residents is essential. Volunteers are crucial to our City. Various community organizations and City-sponsored functions provide countless hours of service to neighbors.

Economic Vitality

Manhattan Beach has always done it its own way in shaping our future when it comes to its economic vitality. Years ago, with the establishment of its Economic Development Advisory Council, Manhattan Beach was able to make its downtown the vibrant, unique, and quaint hometown downtown it is; activate its Sepulveda/Rosecrans commercial corridors that are economically successful yet walkable and inviting; and maintain its Manhattan Beach flair and success in attracting Silicon Beach talent and families, while building 5 star hotels for business visitors. Manhattan Beach was able to achieve all this while retaining its small, residential beach town character.

Manhattan Beach's intentional approach to economic vitality balances local businesses and regional businesses in all its commercial and residential areas. The City is proactive in identifying and attracting new businesses that complement and enhance our unique community. The City has created a nurturing, business-friendly environment. Convenience helps attract Silicon Beach talent and families, and businesses and visitors have options when visiting Manhattan Beach.

Strategic Planning – Council Initiatives

The Council was asked to share and discuss their ideas for policy changes and short and long term initiatives. The full list of initiatives generated by the Council, organized by critical success factor, is as follows. After the initiatives were listed, Council was provided with dots to express their preference for initiatives. The number of dots each item received is also reflected below.

Effective Physical Asset Management – Infrastructure, Facilities, Amenities

- Community pool [2 – long term priority]
 - Build a new pool, a little bigger, location doesn't matter
- Solar panels at civic facilities [3 – mid term priority]
- City Hall – build, refurbish, clean ducts [3 – long term priority]
- New fire station #2 [2 – long term priority]
- More bike racks City-wide [2 – short term]
- Updated community center [1]
- Public Wi-Fi [1]
- CIP management to get 'current' [1]

Proactive Community Planning and Public Safety

- Code reform [3 – mid term priority]
- Sepulveda Boulevard planning/visioning [3 – mid term priority]
- North Manhattan Beach specific plan [1]
- Sepulveda Boulevard – complete streets [1]
- Study roundabouts [1]
- Paramedicine for seniors [1]
- Great mall, not less than [1]
- Study permits for air conditioners (increase demand – new technologies)
- Downtown specific plans
- Manhattan Beach Village (seniors)
- Enforce trash bin and delivery restrictions downtown
- Work with schools – middle school transportation trolley

Environmental Stewardship

- New environmental task force because... [2 – medium priority]
 - Council directed, not reactive
 - Policies or plans re: increased electrical demand CCA, etc.
- Augmenting public transportation options [2 – long term]
- No diesel ever [1]
- Facilitating/building supplemental recycles wastewater infrastructure
- Marine protection area

Effective Governance

- Meeting management [2 – short term priority]
- Improved method for adding items to future Council agendas/better prioritizing [1]
- Be open to study; not decide answer (see hotel comment)

Aligned and Committed Workforce

- Reward excellence [1]
- Competitively compensated workforce [1]
- Support HR and IT

Financial Sustainability

- More revenue streams [2 – short term priority]
- Prop 218 vote [2 – short term priority]
- TOT [2 – short term priority]
- Increase sales tax [1]
- Parking authority [1]
- Pension sustainability [1]
- UUT
- Update revenue policies
- Study new business/revenue opportunities

Meaningful Resident Engagement

- Fix disfunctioning search engine on City website [2 – short term]
- More effective platforms for public participation in decision-making [1]
- More effective platforms for communicating City decisions and news [1]
- Virtual public comments at Council meetings [1]
- Hire great public information officer
- New website, social media presence
- Additional platforms for engaging the older adult community

Economic Vitality

- Silicon Beach [3 – long term priority]
- New hotel [2 – long term priority]
- Development of Rite Aid site [1]
- Verandas [1]
- Small independent firm house – downtown? Non profit? [1]
- Existing businesses needs and vitality assessment and solutions [1]
- License pier graphic ala Beverly Hills shield
- Rosecrans

In addition to the ideas listed above, the following items were also listed as themes that need to be included in the descriptive statements for each critical success factor.

- Safest U.S. City – perception and reality
- Safest beach city in California
- Strong, bold City Council leadership
- Focus on policy, not operations
- City Council – clear direction to staff
- Highest customer satisfaction ratings
- Best customer services city in California
- Highest employee satisfaction ratings

Next Steps

After discussion, the Council agreed on the following next steps in the strategic planning process:

1. The facilitator will work with the City Manager and Assistant City Manager to review and report on how the City is organized to produce the outcomes articulated in the eight critical success factors
2. Council was asked to reflect on the initiatives articulated and identify gaps or missed opportunities
3. The Council will be provided with a report of today's session for a future discussion to review the elements of the strategic plan

Parting Thoughts

- Good day, accomplished a lot, excited to take next step, hope we have fortitude and leadership to do it
- Great able to have good concepts, need to fine tune, glad to have opportunity to bring it back
- Great day, group made steps forward, pre-work and work of this process represents significant steps forward, glad you talked about time to reflect o reflect needs of this council
- Looking forward to next steps and start reviewing this list and providing direction to the staff so we can deliver
- Excited to see well-balanced items
- Happy to see the Council is moving forward at their pace
- Council is in agreement on many things, which is beneficial for staff
- Very productive and glad I was able to participate and hear Council's discussion
- Most comprehensive most thorough process we've ever gone through
- Process was really good, eight areas are really useful and appreciate the discussion so we can make it our own
- Work in progress, we are juggling the ideal way to develop the strategic plan while there is a City to run and our time on Council is limited; appreciate developing a customized pathway to address our concerns and come to closure
- Council listens to each other and works well together; spectacular work; love and dedication to the City is evident

The meeting was adjourned at 3:30 pm.

The consultants prepared a draft framework for the City's Strategic Plan based on the input and guidance provided by the Council. That draft is included in this document in Appendix A.

Appendix A

Strategic Planning Framework

The City of Manhattan Beach is recognized for providing exemplary municipal services and contributing to the exceptional quality of life afforded to residents, businesses and visitors who enjoy living in and visiting California's safest Beach community.

The City recognizes that in order to ensure this Vision is achieved, the following Critical Success Factors must be tended to:

- Effective Governance
- Meaningful Resident Engagement
- Aligned and Committed Workforce
- Financial Sustainability
- Environmental Stewardship
- Proactive Community Planning and Public Safety
- Effective Physical Asset Management; and
- Economic Vitality

Effective Governance

Effective Governance is accomplished by elected officials who embrace their role as Trustee and Policy Maker. The Manhattan Beach City Council recognizes its obligation to make decisions with the long-term best interest of the community at the Center of every decision. Respect and civility are the hallmark of public meetings and personal interactions between and among our elected officials, City employees and the public.

Policy Objectives:

- Clear policy guidance is provided to City staff from the City Council
- City Council meetings and workshops are efficient, respectful, well-managed and invite participation from all segments of the community

Governance Activities:

- Vigorously uphold standards of civility and decorum at all public meetings.
- Evaluate and adopt strategic initiatives that continue to move the City towards its vision.

Strategic Initiatives:

Short-term

- Meeting management

Mid-term

Long-term

Meaningful Resident Engagement

The City of Manhattan Beach recognizes that civic engagement is at the heart of community. The City Council listens and encourages input from residents and effectively communicates with stakeholders. Volunteering is part of the culture and fabric of our community where City sponsored organizations and civic groups provide opportunity to participate in the life of the community.

Policy Objectives:

- Communication with residents happens through a variety of mediums that make it convenient to be up to date on City issues, activities and events.
- The City's website is easy to navigate and provides both information and a portal to online service delivery.

Governance Activities:

- Evaluate opportunities for civic engagement.
- Create opportunities for residents to engage with their City government.
- Evaluate communication strategies and tactics.

Strategic Initiatives:

Short-term

- Fix dysfunctional search engine on City website

Mid-term

Long-term

Aligned and Committed Workforce

The efficient delivery of high quality municipal services is made possible by the City's aligned and committed workforce. Strong leadership ensures teamwork and customer service are translated into service delivery consistent with the priorities and expectations of the City Council.

Policy Objectives:

- Manhattan Beach residents receive world-class customer service
- Manhattan Beach employees are competitively compensated
- Manhattan Beach employees enjoy working for the City and serving our residents

Governance Activities:

- Assess employee compensation.
- Provide clear communication on Council priorities to City leadership.

Strategic Initiatives:

Short-term

Mid-term

Long-term

Financial Sustainability

Manhattan Beach is a financially successful city, as a result of good oversight, financial stewardship, and cost management. The City of Manhattan Beach places a high value on maintaining sound and conservative financial practices to ensure the fiscal sustainability of the City.

Policy Objectives:

- City services are funded with diverse revenue sources
- Maintenance of existing infrastructure, assets and amenities is a financial priority

Governance Activities:

- Annually review existing and examine new potential funding mechanisms and revenue sources.
- Regularly review, adjust and implement new financial oversight and cost management practices and policies that ensure effective budget management.
- Regularly review policy and practices to ensure a balance exists between our resident and businesses needs and financial resources available.
- Regularly review, adjust and implement new policies and initiatives that support financial stewardship.

Strategic Initiatives:

Short-term

- More revenue streams
- Prop 218 vote
- TOT

Mid-term

Long-term

Environmental Stewardship

The residents of Manhattan Beach place a high value on a healthy, outdoor, recreational life style and are committed to protecting the environment of this beautiful coastal community. The City recognizes its role in environmental stewardship and works to create a built environment that compliments the natural environment.

Policy Objectives:

- The City is safe, walkable and bikable
- A healthy lifestyle is convenient and accessible
- The City is recognized for its progressive environmental stewardship and healthy community initiatives

Governance Activities:

- Regularly review changes in environmental stewardship best practices for applicability in Manhattan Beach

Strategic Initiatives:

Short-term

Mid-term

- New environmental task force
 - Council directed, not reactive
 - Policies or plans re: increased electrical demand CCA, etc.

Long-term

- Augmenting public transportation options

Proactive Community Planning and Public Safety

A sense of community is at the heart of our small town identity. Manhattan Beach is a safe community that proactively updates and enforces its municipal codes. Development and redevelopment are respectful of the appropriate scale for our residential and commercial neighborhoods.

Policy Objectives:

- Police, Fire and Public Works work together to ensure public safety.
- Current Master Plans and Specific Plans provide policy guidance for development and redevelopment
- Manhattan Beach is the safest Beach community in California

Governance Activities:

- Regularly review land development ordinances.
- Continually assess and update long-term and specific planning documents

Strategic Initiatives:

Short-term

Mid-term

- Code reform
- Sepulveda Boulevard planning/visioning

Long-term

Effective Physical Asset Management – Infrastructure, Facilities, Amenities

The City of Manhattan Beach has a well-maintained physical infrastructure. Facilities and amenities are properly maintained to ensure the public's investment is properly managed.

Facilities and amenities are designed, constructed and

Policy Objectives:

- Proper maintenance of infrastructure is prioritized in the City budget
- A robust asset management plan ensures all facilities and amenities receive proper preventative maintenance
- The City's Capital Improvement Plan anticipates and plans for the ongoing needs of the community

Governance Activities:

- Regularly assess and report on the state of the City's hidden infrastructure.
- Regularly review and report on physical asset conditions.
- Annually evaluate the City's infrastructure investment in the City's Capital Improvement Program.

Strategic Initiatives:

Short-term

- More bike racks City-wide

Mid-term

- Solar panels at civic facilities

Long-term

- Community pool
 - Build a new pool, a little bigger, location doesn't matter
- City Hall – build, refurbish, clean ducts
- New fire station #2

Economic Vitality

Manhattan Beach's intentional approach to economic vitality balances local and regional businesses in all its commercial areas. The City is proactive in identifying and attracting new businesses that complement and enhance our unique community. The City has created a nurturing business-friendly environment that encourages developers interested in meeting our high environmental and design standards. Our community is attractive to Silicon Beach talent

Policy Objectives:

- Commercial development that meets the needs of our local residents is encouraged and supported
- The City is actively engaged with our business community
- The City is positioned to attract Silicon Beach talent
- Business visitors and tourists have outstanding lodging options when visiting Manhattan Beach

Governance Activities:

- Regularly evaluate economic development tools and priorities.

Strategic Initiatives:

Short-term

Mid-term

Long-term:

- Silicon Beach
- New hotel

TO: Honorable Mayor Powell and Members of the City Council
FROM: Nadine Nader, Assistant City Manager
SUBJECT: Information Memo on Interim Workplan

INFORMATION MEMO

On September 30, 2014, the City Council held a Study Session to review the organization's interim workplan. As noted at the study session, this is an interim document until the Council has the opportunity to undergo a new strategic planning process.

At that meeting, the City Council directed staff to re-format the workplan to include:

- Detail related to the source (i.e. Council, Staff, Other) of the workplan item
- Fill in the status of each item when available
- Organize into two lists: 6-month workplan and a non 6-month workplan.

The attached workplans reflect these requested changes.

It should also be noted that although this list is fairly exhaustive, the items reflected in this workplan do not represent the baseline service delivery of the various City departments, including but not limited to basic public safety response, overall financial management, standard parks and recreation services, community development and permitting services, public works services and other internal strategic support services.

Attachments:

- Six-month workplan
- Non six-month workplan

**CITY OF MANHATTAN BEACH
SIX-MONTH WORK PLAN ITEMS**

Department	Project Title	Description	Status	Source		6-MONTH PLAN	Comments
				STAFF	COUNCIL		
Community Development	Development: Manhattan Village Mall Renovation Project	On May 20, 2014 the City Council supported the project with additional conditions. The applicant has expressed concerns with some of the new conditions and is currently considering their options. The City is waiting for a formal response from them before scheduling it for City Council discussion.	Applicant Initiated			X	
Community Development	Development: MB Mercedes Site	This site is located at 8th and Sepulveda and is currently for sale. Several developers interested in the development of the site have contacted the City about permitted uses, and what the City would like to see developed at that location. Residential is not permitted. Retail and hotel uses are encouraged. Office use is discouraged. Approval of a Master Use Permit is required to develop the site which required public hearings before the Planning Commission.	Applicant Initiated			X	
Community Development	Studies: Mobility Plan Adoption and Implementation	A City Council study session is scheduled for September 23rd. Following this meeting public hearings must be conducted before the Planning Commission and PPIC. Their recommendations will then be presented to the City Council for adoption sometime later this year.	End of 2014		X	X	
Community Development	Studies: Mills Act Adoption and Implementation	The City Council will consider the implications of adopting a Mills Act Ordinance.	October 7, 2014		X	X	
Community Development	Housing Element Implementation and Ordinances	The City Council adopted the Housing Element, which requires several amendments to the Municipal Codes and the Local Coastal Program.			X	X	
Community Development	Code Enforcement, Construction Rules, Surety Bonds, Substandard and Abandoned Structures, Nuisance Ordinance	A presentation is scheduled before the City Council on October 7, 2014 to address these issues.	October 7, 2014		X	X	
Community Development	Accela Software Automation Project	The Department is installing a new permitting software system that will reduce paper and increase efficiency.	Through Fall 2016		X	X	

**CITY OF MANHATTAN BEACH
SIX-MONTH WORK PLAN ITEMS**

Department	Project Title	Description	Status	Source		6-MONTH PLAN	Comments
				STAFF	COUNCIL		
Community Development	Downtown Plan/Specific Plan Study (update Strategic Actoin Plan 1996)	Moratorium (through 2015). The purpose of the moratorium is to maintain the existing mix of uses downtown to provide time to conduct the study and approve any changes to our code. As directed by Council, a provision to regulated Formula Businesses (chain stores) will be presented to Council. Parking Management Plan, Public Improvements, Design Guidelines, Economic Development. These items will be included in the Downtown Plan/Specific Plan Study.	October 7, 2014		X	Work on	
Finance	Implementation of the Information Systems Master Plan (ISMP)	Continuation of the Information Systems Division's support of the nearly 60 technology projects planned across all departments, including new permitting, document management, and Human Resources systems. Several projects also involve direct management (not just support) by the Finance Department including the new telephone, cashing, financial, broadcasting, and GIS systems, as well as Wide Area Network expansion, etc. The ISMP is due for a refresh in 2016.	On-going		X	Worked On	
Finance	Implementation of a New Centralized Cashing System	As part of the ISMP, Finance is implementing a new centralized cashing system which will migrate the City to a stable platform and vendor, while also providing improved integration with core general ledger/financial systems.	June 30, 2015	X		Worked On	
Finance	Use Fee/Cost Allocation Plan Studies	These studies ensure that the appropriate cost of service is identified and recovered (to the extent desirable) for services provided by the City such as permits (building, film), water service activation, etc.	To City Council by December 16, 2014	X		To be Completed	
Finance	Taxicab Franchise Negotiations	City Council authorized staff to negotiate new five-year franchise agreements with incumbent franchisees, with the goal of having new agreements in place and effective by January 1, 2015.	To City Council by December 2, 2014	X		To be Completed	

**CITY OF MANHATTAN BEACH
SIX-MONTH WORK PLAN ITEMS**

Department	Project Title	Description	Status	Source		6-MONTH PLAN	Comments
				STAFF	COUNCIL		
Finance	Open Gov Transparency Portal	In an effort to provide easy and simple access to the City's Financial data, the City has contracted with Open Gov to provide a web based portal which allows internal and external users to query City revenues and expenditures. Information is presented graphically and allows users to sort the data by department, by spending object (e.g., supplies, conference and meetings, overtime, etc.) by time period (fiscal year, month) and several other methods.	November 1, 2014	X		To be Completed	
Finance	Electronic Procurement Outreach	In an effort to improve vendor outreach and thereby increase the number of potential suppliers bidding on the City's needs, staff will select and utilize an e-Procurement tool which will be utilized to advertise bids.	June 30, 2015	X		Worked On	
Finance	Cable Television - Public Access	The City Council has requested a report on the City's public access channel capabilities. The report will provide a framework for City Council discussion on use policies as well as staff resources that may be necessary to provide additional services.	October 21, 2014		X	To be Completed	
Finance	Review of Social Media Policies	The City Council requested a review of the City's existing Social Media policies.	November 18, 2014		X	To be Completed	
Finance	Installation of Security Cameras in Finance	Installation of cameras in coin room and in cashiering area for enhanced security and internal controls.	December 31, 2014	X		To be Completed	
Fire	Developing a Deployment Study for Emergency Responses	Contracted with Citygate to perform a joint study by Hermosa and Manhattan Beach on response times and arrival of effective firefighting resources to look for opportunities to share services.		X		To be Completed	
Fire	Developing a succession Plan for All Fire Department Ranks.	In the next two years there will be promotions in the ranks of Battalion Chief, Fire Captain, and Fire Engineer.		X		To be Completed	
Fire	Improving Fire Prevention Inspection Documentation/Data Collection and Developing a Fire Permit Program	Improving data collection of fire inspections and creating a fire permit program to offset expenditures.		X		To be Completed	The Fire Prevention Inspection was included as a performance measure in the stated budget goals.
Fire	Create a Study with Recommendations for Improving Ambulance Transport Services	Look at best practices and industry standards for ambulance transport models that provide higher level of service to the community		X		To be Completed	

**CITY OF MANHATTAN BEACH
SIX-MONTH WORK PLAN ITEMS**

Department	Project Title	Description	Status	Source		6-MONTH PLAN	Comments
				STAFF	COUNCIL		
Human Resources	Risk Management: Update and Implement City's Safety Policy and Program as well as communicate and provide training on updated IIPP.	The Occupation Safety and Health Administration (OSHA) requirements are continuously changing which require the City to update its related Safety Policies and Programs. OSHA also requires that the City maintain a current Injury Illness Prevention Program (IIPP) and requires training on provisions of the Plan.	March/April 2015 for Safety Program and May/June for IIPP	X		X	Legal Requirement
Human Resources	Risk Management: Affordable Healthcare Act (ACA) Implementation	The ACA provisions continue to evolve and change as requirements continue to be defined and approved by the Federal Govt. The next step is IRS reporting requirements and evaluation/development of an affordable medical insurance plan available to employees work meet identified criteria.	January 1, 2015	X		X	Legal Requirement
Human Resources	Administration: Review and Update Personnel Rules and Personnel Instructions	The Personnel Rules have not been updated since November 2010. Since that time HR has had Council approve several changes that need to be incorporated into the Rules. The Personnel Instructions (PIs) have not been reviewed in some cases since 2002. The PIs explain in more detail how Rules are to be implemented and need to be updated to reflect Rules.	January 2015 for Rules and March 2015 for PIs.	X		X	Rules will be done within 6 mos. PIs later.
Human Resources	Administration: Part-time employee Policies	In 2012, the City changed its philosophy on how to utilize and manage part time employees. In addition to evaluating how this change is impacting the departments, the laws have changed and need to be evaluated as to their impact (Healthcare Reform, Sick Leave).	Ongoing	X		X	
Human Resources	Administration: Alternative Work Schedule	The Alternative Work Schedule at City Hall and in the Public Works Yard is currently under a trial period that will expire in April 2015. Prior to the expiration of the trial period, staff must evaluate how the schedule is working and meet and confer over any changes prior to this date.	April 1, 2015		X	X	
Human Resources	Administration: Harassment Training for non-supervisory personnel	California Law requires that supervisory employees receive harassment training every two years. Best practice is also to train non-supervisory personnel.	December 1, 2014	X		X	

**CITY OF MANHATTAN BEACH
SIX-MONTH WORK PLAN ITEMS**

Department	Project Title	Description	Status	Source		6-MONTH PLAN	Comments
				STAFF	COUNCIL		
Parks and Recreation	Marketing Plan	To develop a comprehensive marketing plan with a focus on program/class registration enhancement, developing partnership with schools, communicating the vision and building awareness for the Department brand with consumers through targeted messages.	End of Fiscal Year 2015	X		X	
Parks and Recreation	Social Media Pilot Program	To implement a pilot social media program to engage with customers through Twitter and Instagram, providing information on classes, programs, and events.	End of Fiscal Year 2015	X		X	
Parks and Recreation	New Department Field and Facility Reservation Policy	Update a comprehensive field and facility reservation policy to provide detailed information and protocols for internal staff and external customers.	End of Fiscal Year 2015	X		X	
Parks and Recreation	Update Special Event Policy/Fee Waivers	Update the special event policy to reflect the current programming, total number of events, and approval process.	End of Fiscal Year 2015	X		X	
Parks and Recreation	Programming Partnership with MBUSD – Pilot Program at Grand View	Increase programming with MBUSD, providing a pilot program at Grandview in partnership with the PTA, providing health and wellness programming.	End of Fiscal Year 2015	X		X	
Parks and Recreation	Sponsorship Policy RFP	Evaluate sponsorship policies and develop an RFP to package and sell sponsorship	End of Fiscal Year 2015	X		X	
Parks and Recreation	MB Fit - Wellness Program AHA Gold Designation	Update on the three month MB Fit trial, programming, budget and AHA Gold Designation	End of Fiscal Year 2015	X		X	
Parks and Recreation	Alcohol Policy	Develop an alcohol policy to discuss regulations at public and private events at public parks, programs and facilities.	End of Fiscal Year 2015	X		X	
Parks and Recreation	Skateboard Park	Skateboard Park Consultant RFP, present results of consultant public engagement and determination of possible locations, designs and funding options to City Council.	Fall 2015		X		
Parks and Recreation	Special Olympic World Games Local Host City	Assist with the planning and coordination for the Special Olympics World Games as a Local Host City. Approximately 100 athletes will stay in local hotels for three days and engage in a variety of local Manhattan Beach activities. The City will assist in marketing the partnership and coordination with the Manhattan Beach Unified School District to provide track, sports and aquatic facilities.	Fall 2015		X	X	

**CITY OF MANHATTAN BEACH
SIX-MONTH WORK PLAN ITEMS**

Department	Project Title	Description	Status	Source		6-MONTH PLAN	Comments
				STAFF	COUNCIL		
Parks and Recreation	Beach Welcome and Information Center	Solicit bids for an RPP to provide information, referral and beach rentals south of the Manhattan Beach Pier. A container will replace one of the existing storage sheds to provide a space to register for parks and recreation programs, referrals to downtown businesses and beach rentals.	Spring 2015	X		X	Staff partnered with Nikau Kai this summer on a pilot program to provide information, referral and beach rentals at the lower south Pier parking lot.
Police	Implementing Software - Scheduling Software	Implementation of grant-funded electronic scheduling and timecard software to enhance efficiency.	December 31, 2014	X		X	
Police	Revisiting MBPD Policy Manual: Lexipol Systems	Implementation of an electronic policy manual system (Lexipol) to manage department policies and to disseminate policies to all Department employees. The system provides a means for tracking policy history and employee acknowledgement of new and amended policies. Additionally, Department staff adopted an electronic workflow system for policy development and review that facilitates input from all stakeholders. This system is proving more efficient than past processes and is facilitating more timely distribution of new policies. Over the last few months, hundreds of policies have been reviewed and many have been amended to conform more accurately with federal, state, local, and legislative mandates.	Ongoing	X		X	
Police	Public Notification System	Evaluation of emergency public notification solutions, with a goal to implement a new solution by the end of November.	November 30, 2014	X		X	
Police	2013-2015 Strategic Plan Implementation	Implementation of the Police Department's 2013-2015 Strategic Plan, which includes 39 action items ranging from enhancing technology to developing short and long term succession plans.	Ongoing / December 30, 2015	X		X	
Public Works	As Needed Engineering Consultant Agreements	Present for City Council action As-Needed Engineering consultant agreements to execute the City's Capital Improvement Program. To streamline procurement process and facilitate the execution of task orders.	December 2, 2014	X		Yes	

**CITY OF MANHATTAN BEACH
SIX-MONTH WORK PLAN ITEMS**

Department	Project Title	Description	Status	Source		6-MONTH PLAN	Comments
				STAFF	COUNCIL		
Public Works	Approve Consultant Agreement to design Pier, Roundhouse, and Comfort Station Improvements.	RFP pending approval, consultant selection by November 1, 2014, project to advertise by January 1, 2015.	November 18, 2014		X	Yes	
Public Works	Undergrounding District Policy and Community Survey Results	Present for City Council action on Undergrounding District Policy and Community Survey Results on Underground Districts 12 and 14.	February 17, 2015		X	Yes	
Public Works	Present City Council with options of stormwater projects and estimated costs, including construction timelines, derived from the Draft Enhance Watershed Management Program Work Plan related to meeting NPDES Permit Compliance.	Currently working on Phase I of the EWMP. Phase II to begin in November 2014. Will require execution of amendment to MOU with Redondo Beach.	April 21, 2015	X		Yes	
Public Works	Approve Consultant Agreement for preparation of a Uniform Citywide Sign Program of non-regulatory City signs.	Anticipate sign program completion by July 31, 2015.	January 20, 2015		X	Yes	
Public Works	Present to City Council a Sepulveda Bridge Widening project update and approve amendment to consultant agreement.	Presentation will include report on Caltrans' review of bridge widening type submittal and aesthetic rendering.	November 18, 2014	X		Yes	
Public Works	Present for City Council action a Resolution to Participate in a Feasibility Study of Community Choice Aggregation for the City of Manhattan Beach	Support for a feasibility study to explore the option of developing a Community Choice Aggregation (CCA) program to purchase renewable energy in the City of Manhattan Beach is requested through adoption of a resolution. The costs for the feasibility study can be shared between other participating cities. Several communities in the South Bay, as well as the City of Santa Monica, have expressed interest in a CCA program. On September 9, 2014 the City of Hermosa Beach became the first city in the South Bay to approve a resolution to study the feasibility of a CCA in their community.	October 21, 2014	X		Yes	
Public Works	Present for City Council action the proposal for a Citywide Food Waste Recycling Program.	Waste Management has communicated that they will be able to provide a formal proposal to the City by the end of 2014 to implement a citywide food waste recycling program for commercial and residential sectors. The proposal will include operational details as well as program costs.	January or February 2015		X	Yes	
Public Works	Present for City Council action a Street Tree Master Plan	The Tree Inventory and direction on a Tree Plan item was considered on February 4, 2014.	February 17, 2015		X	Yes	

**CITY OF MANHATTAN BEACH
SIX-MONTH WORK PLAN ITEMS**

Department	Project Title	Description	Status	Source		6-MONTH PLAN	Comments
				STAFF	COUNCIL		
Public Works	Present for City Council action a presentation of the MB2025 Vision and Approval of a Citizen-based Task Force	<p>On March 29, 2014 the Mayor hosted a community presentation on potential measures for the City of Manhattan Beach to reduce its greenhouse gas emissions and become a community powered through renewable energy by the year 2025. (Community Choice Aggregation was one of these options.)</p> <p>City Council approval of the MB2025 Vision would authorize staff to pursue other measures to meet this environmental goal, and work with a citizen task force to develop recommendations to present to City Council</p>	February 17, 2015	X		Yes	
Public Works	Present for City Council action a proposal to Study the Feasibility of Purchasing SCE Streetlights and Converting to LED Technology to Promote Energy Efficiency and Long-term Cost Savings	<p>The City has long-standing goals to reduce energy consumption, and retrofitting streetlights is one way to meet these goals. The City has already converted streetlights it owns to more energy efficiency technology, however the City cannot retrofit Edison owned streetlights.</p> <p>City Council approval is requested to partner with Edison to explore the feasibility and cost of purchasing the streetlights and then converting to energy efficient technology.</p>	March 17, 2015	X		Yes	

**CITY OF MANHATTAN BEACH
NON-SIX-MONTH INTERIM WORK PLAN ITEMS**

Department	Project Title	Description	Status	Source		Comments
				STAFF	COUNCIL	
Community Development	Development: Rosecrans/Highland Avenue Mixed Use Project (Hotel, Retail, Public Parking)	Verandas is for sale which provides an opportunity to consider redeveloping the City parking structure at Highland/Rosecrans together with the properties fronting along Rosecrans resulting in a public/private project similar to Metlox. An opportunity to master plan the subject sites into one development is being encouraged along with hotel, retail uses and underground public parking.	Applicant Initiated			
Community Development	North End Plan/Specific Plan	The purpose of the plan is to establish a vision for public and private improvements.	TBD		X	
Community Development	Sepulveda Corridor Study	Public Improvements, Traffic and Parking Issues, Design Guidelines, Economic Development	TBD		X	
Community Development	Mansionization Issues	The City Council reviewed the Planning Commission's recommendations on November 19, 2013 and referred the matter back to the Planning Commission. Staff is waiting for further direction before proceeding with this discussion.	Pending further direction.		X	
Human Resources	Risk Management: Software identification and implementation	As part of City's IS Master Plan HR will identify a system to track critical liability insurance documents, subrogation claims (3rd parties who damage City property), assist with tracking right-of-way permit insurance, block party permit insurance and other multi-departmental permit tracking. Currently these are tracked manually or by each department.	Ongoing	X		
Human Resources	Risk Management: Paid Sick Leave Program	In Aug. 2014, the Governor approved legislation that requires all employers to provide paid sick leave to employees meeting the provisions in the legislation. HR will evaluate and implement required program.	June 1, 2015			

**CITY OF MANHATTAN BEACH
NON-SIX-MONTH INTERIM WORK PLAN ITEMS**

Department	Project Title	Description	Status	Source		Comments
				STAFF	COUNCIL	
Human Resources	Administration: HRIS Systems Review and Implementation Plan Including FMLA/CFRA Tracking	Included in the IS Master Plan is the evaluation of the current HRIS system as well as other HRIS systems utilized by agencies to enhance customer service as well as improve efficiency and effectiveness of the HR function. Many current processes are manual. One particularly time consuming process is tracking employees out on Family Medical Leave and ensuring the City meets it's legal obligation under the Act. HR is currently working with Finance to understand if the current system can track FMLA/CFRA leave.	Ongoing	X		
Human Resources	Administration: Classification and Compensation	<ul style="list-style-type: none"> * Revise and Update Classification/Compensation Plan * Complete total compensation survey for benchmark Teamster positions * Meet and Confer with Teamsters on classification changes and survey results * Post updated classifications for Management Confidential positions as well as updated classifications for Police and Fire. 	Ongoing		X	
Police	Implementing Software - Administrative Management Software	Implementation of grant-funded administrative management software to enhance efficiency.	December 31, 2014	X		
Police	2016-2018 Strategic Plan Development	Development of the new Police Department Strategic Plan for 2016-2018 will begin on July 1, 2015. The new plan will be in place by January 1, 2016. As a precursor to the 2016-2018 Strategic Plan Development, plans are underway for an offsite, multi-day team building workshop for all Police Department supervisors in January 2015.	Development will begin July 1, 2015; Plan will begin January 2016	X		
Public Works	Sepulveda Bridge Widening	Award construction contract for Sepulveda Bridge widening.	July 1, 2015		X	