



Agenda Item #: _____

Staff Report

City of Manhattan Beach

TO: Honorable Mayor Tell and Members of the City Council

THROUGH: David N. Carmany, City Manager

FROM: Vince Mastrosimone, Senior Management Analyst

DATE: April 3, 2012

SUBJECT: Strategic Plan Update

RECOMMENDATION:

Staff respectfully recommends that the City Council receive and file this report.

FISCAL IMPLICATION:

There are no fiscal impacts associated with this recommendation.

BACKGROUND:

The City Council and Department heads participated in an all-day retreat held on Friday, January 20, 2012. The goal of this retreat was the development of a unified City of Manhattan Beach Strategic Plan, and part of that being the identification of three-year strategic goals. On January 31, 2012, the City Council met to review items from the previously approved work plan, evaluate which items align to the identified strategic goals, and resolve to incorporate those items into the Strategic Plan.

The result of these two meetings, the mission statement, and the three-year strategic goals are included in this report. The City Council will receive monthly updates to the Strategic Plan Monitoring Matrix in order to measure progress on the goals and objectives, and to allow for the revision of those objectives (add, amend, and/or delete), as needed.

The City Council also scheduled the next strategic planning retreat to follow in six months. It is to evaluate progress on the goals and strategic objectives, identify core values for the City, and to develop objectives for the following six-month period. This meeting is scheduled for Wednesday, July 11, 2012, 8:00 am to 4:00 pm.

DISCUSSION:

The Strategic Plan matrix has been updated to reflect progress since the March 6, 2012. The changes are highlight in italics.

Attachments: A. City of Manhattan Beach Strategic Plan Objectives Matrix

CITY OF MANHATTAN BEACH
SIX-MONTH STRATEGIC OBJECTIVES
 20 January 2012 through 1 July 2012

GOAL A						
MAINTAIN AND ENHANCE FINANCIAL STABILITY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
A1. March 31, 2012	City Council (Mayor Nick Tell – lead)	Define who is on the Labor Negotiating Team with each of the three labor groups and develop the objectives for moving forward to manage and/or stabilize labor costs.				
A2. April 1, 2012	City Manager and Director of Finance	Identify additional sources for financing ongoing and future capital projects, including a general fund & storm water/street lighting revenue enhancement study, and present a report to the City Council Finance Subcommittee for direction.		X		<i>To be identified through the fiscal year 2012-2013 budget process. Target date moved to July 1, 2012 to accommodate expected budget proceedings</i>
A3. May 1, 2012	City Manager and Director of Finance, with input from the City Council	Review operating departments for potential economies and efficiencies and make recommendations to the City Council for action to enable a balanced budget.		X		<i>Review of departmental budgets taking place in April through which any recommended efficiencies will be determined.</i>
A4. July 1, 2012	Director of Finance, working with the City Council Finance Subcommittee	Evaluate the cost savings that could be achieved by refinancing outstanding debt and present the results to the City Council.		X		<i>Finance Subcommittee reviewed the City's debt at their March 27 meeting, and recommended refunding of the Metlox and Water/Wastewater issues, which is expected to have a net present value savings of \$1.06 million. The City Council will be presented with a report April 17th with the details.</i>
FUTURE OBJECTIVE	Director of Community Development	Update Sepulveda Corridor development guidelines, Zoning Code standards, and prepare Sepulveda economic development plan				

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GOAL B

INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
B1. April 1, 2012	HR Director, City Clerk and City Attorney	Identify and present to the City Manager for direction subject areas requiring standardized training for city employees, commissioners and Council members (e.g., "AB 123" training for commissioners, "How to draft an RFP" for staff) that could be presented internally.		X		In process
B2. May 1 2012	City Clerk and City Manager, in consultation with all Department Heads	Propose to the City Manager for action revisions to the process for preparing approving and posting City Council agenda item		X		Completed in conjunction with Granicus implementations by July 1, 2012
B3. July 1, 2012	HR Director	Poll all Department Heads regarding potential successors and provide the information to the City Manager for inclusion in the succession planning process.		X		In process of obtaining sample programs
B4.	City Council	Hold Joint Meetings with all City Boards and Commissions				
B5.	Director of Human Resources	Wellness Program				

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B6.	Fire Chief	Study consolidation of South Bay Fire Departments				Have met with Fire Chiefs from Redondo Beach, El Segundo, and Hermosa Beach. We are developing new auto-aid and resource sharing agreements. There have been numerous studies for Fire consolidation in the South Bay. Further internal discussions are needed to determine goal. 3/26/2012 <i>We have a draft automatic aid agreement with Hermosa Beach. Working on a final to present staff report to council.</i>
FUTURE OBJECTIVE	Finance Director	Develop and present to the City Council for consideration a Three-Year Information Services/Technology Master Plan for inclusion in the FY 2012-2013 budget.				
FUTURE OBJECTIVE	Finance Dir., in consultation with all Department Heads	Survey comparable cities regarding available software to reduce the amount of paperwork needed and improve the delivery of services and present the results to the City Council.				

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GOAL C

**MAINTAIN AND ENHANCE CITY FACILITIES, PROGRAMS
AND THE INFRASTRUCTURE**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
C1. March 1, 2012	Parks and Recreation Director	Present to the City Council a process for obtaining positive and negative feedback from the community regarding current programs.		X		At the end of every class, registered activity, bus trip, playground program, and teen center program (approximately 16,000 annually), each participant is given a five question survey on their experience with the parks and recreation program. Staff will add two additional questions regarding possible new programs.
C2. April 1, 2012	Public Works Director	Present to the City Manager recommendations for the budget process for the percentage of infrastructure value (based on replacement) to be reserved for annual budget purposes in the areas of buildings, storm drains roads, sidewalks, water/sewer and non-motorized.	X			Discussed at the CIP Work Shop on February 28, 2012
C3. May 1, 2012	Community Development Director	Present to the City Council for action an RFP for a transportation consultant to be included in the FY 2012-2013 budget to prepare a Multi-Modal Transportation Plan as a part of updating the Circulation Element of the General Plan.		X	X	Included in FY 12-13 budget for Council consideration. RFP will be prepared if approved
C4.	Director of Public Works	Prepare Tree Master Plan for Public Property				
C5.	Director of Community Development	Analyze No Parking/Red Zone on Sepulveda Boulevard				

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GOAL D

**ENCOURAGE ENGAGEMENT AND INCREASE PARTICIPATION
OF RESIDENTS AND BUSINESSES ****

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
D1. April 1, 2012	City Manager – lead, City Clerk, Finance Director, and the ad hoc City Council Open Government Subcommittee, with feedback from users	Analyze the current city website, research models of effective city websites including social media and make a report, with recommendations, to the Dept. Heads for feedback.		X		<i>Two meetings have been held with the Ad Hoc Committee and staff. Topics discussed include website modifications to make it more user friendly, search engine enhancements, and introduction of social media. Ad Hoc Committee is to review other websites and provide feedback to staff on preferences. Staff will take that information and work with the City's provider, Vision Internet, to produce samples to the Committee for review. Samples will ultimately be presented for City Council/public comment. Due to increased scope of work, this item date has been extended to June 1, 2012.</i>
D2. April 15, 2012	City Manager, with input from the City Council	Select a trainer and schedule and hold a City Council training/team building workshop on increasing engagement with each other and the public.				
D3. June 1, 2012	Each City Council Member	Hold one meeting in his/her elementary school area to get feedback and encourage public participation.				

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D4.	Mayor Tell	Define objectives of Mayor's Wellness Initiative				
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** This goal includes the advancement of the Open Government Initiatives (#1-18) as adopted by the City Council.

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ADDITIONAL COUNCIL PRIORITIES

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
	City Attorney	Provide Overview of Telecommunications Issues (Cell Towers) and Information Regarding Removal of Obsolete Satellite Dishes				
6 Months	City Attorney and Director of Community Development	Return to City Council with Best Practices from Other Cities on Dispute Resolution Strategies between Contractors and Residents, including Contractor bonds				
	City Council School District Subcommittee (Tell, Howorth)	School Partnership-Hold Joint Meeting with School District to define goals				
6 Months	Fire Chief	Emergency Planning-Provide City Council with more detail on increasing public engagement, partnering with schools and increasing outreach and information, enhance website		X		Developing priorities for emergency planning program. Will schedule time with CM to get parameters and direction.
	Director of Public Works	Provide Report to Council Regarding Review of Environmental Programs				
FUTURE OBJECTIVE	Director of Community Development and City Attorney	Prepare Zoning Ordinance Text Amendment defining Open Space				

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