

LEADER'S GUIDE

2016-2017

FINAL REPORT

Mayor and City Council



Hermosa Beach, California
May 2016



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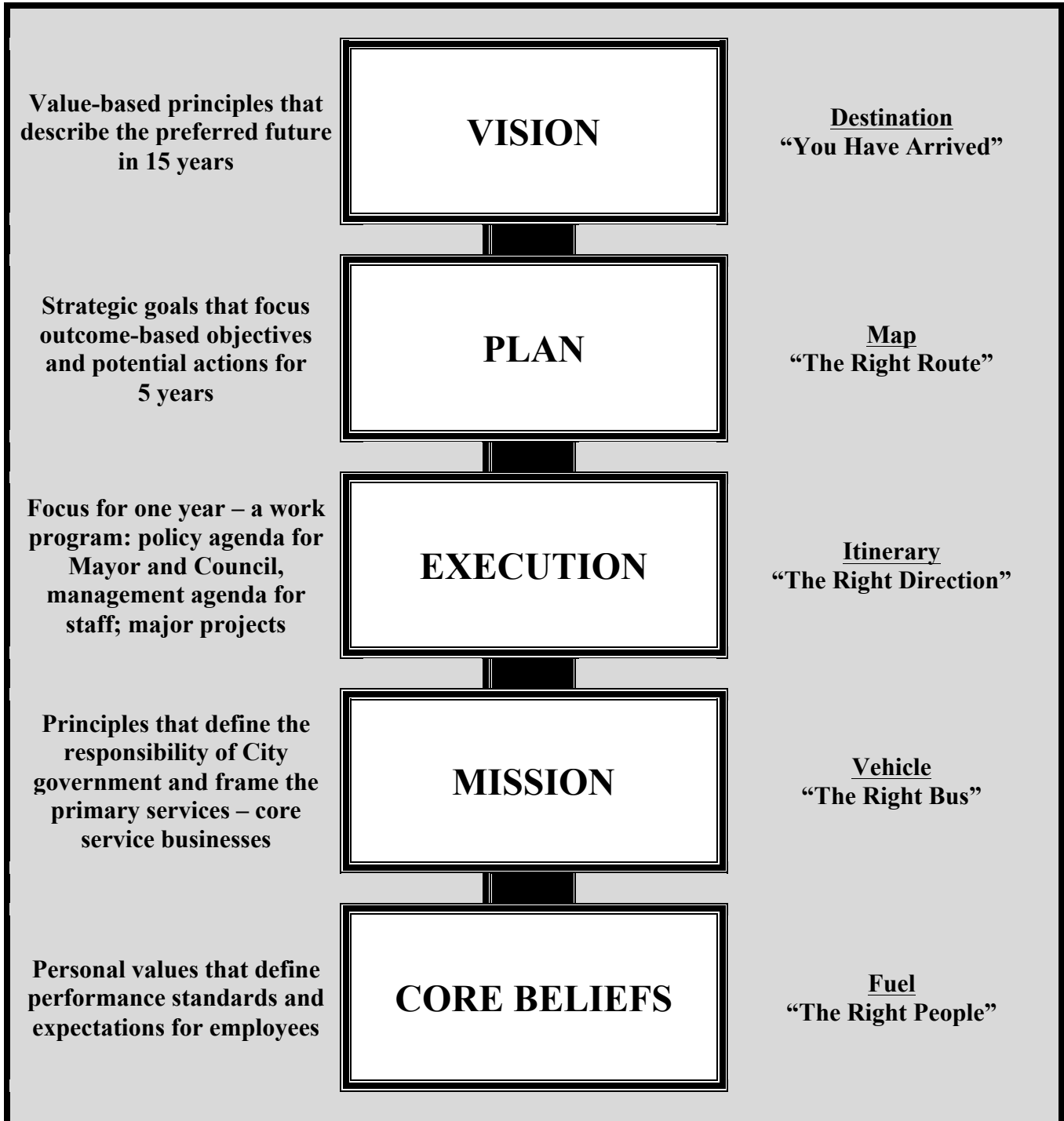
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SECTION 1

STRATEGIC PLANNING FOR THE CITY OF HERMOSA BEACH

STRATEGIC PLANNING MODEL



SECTION 2

LOOKING TO HERMOSA BEACH'S FUTURE

City of Hermosa Beach Success in 2021 means...

Carolyn Petty, Mayor:

- 1. Accomplish Tasks**
- 2. Personal need to team**
- 3. Governance**
- 4. Collaboration**
- 5. Move City forward**

Hany Fangary:

- 1. Safe community**
- 2. Sustainable culture and community**
- 3. Address community input, into discussion**
- 4. Representative working with City actions, advocacy**

Justin Massey:

- 1. Effective – solving problem, creating community**
- 2. Efficiency – cost effective, quality**
- 3. Innovative – think outside the box, look for opportunities**
- 4. Open – input from community**

Jeff Duclos:

- 1. Mindful of diverse community**
- 2. Collaboration, professional**
- 3. Open ideas**
- 4. Wide vision as we deliberate**

Stacey Armato:

- 1. Collaboration – work together**
- 2. Community input – integrate into decision making**
- 3. Shorter, more effective meetings**
- 4. Respect each other – agree to disagree**

City of Hermosa Beach Actions 2016

Carolyn Petty, Mayor:

1. Team
2. Respect
3. Collaboration
4. Thoughtful

Hany Fangary:

1. Working team – respectful
2. Response to community needs
3. Innovative
4. Efficiency/Effective

Justin Massey:

1. Productive
2. Collegial
3. Response
4. Apathetic

Jeff Duclos:

1. Embodiment of City – represent values
2. Passion for the City
3. Ambassador

Stacey Armato:

1. Respect leaders
2. Testing
3. Support Staff
4. Reflect all things about Hermosa Beach

Looking to Hermosa Beach's Future Departmental View

MAJOR CHALLENGES

Hermosa Beach, California

January 2016

DEPARTMENT: City Manager

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Comprehensive Parking Strategy (incorporating businesses/employee/resident/visitors)
- Addressing the Comprehensive Issues Related to Homelessness in our City (Mitigating Community Disturbance, Improving a Safe Beach City, Long-term Regional Strategies)
- Ensuring Economic Development fits with the Vision of the Community

MAJOR CHALLENGES

Hermosa Beach, California

January 2016

DEPARTMENT: Community Development

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- General Plan/Coastal Land Use Plan Update: A successful engagement and adoption process leading to adoption of a meaningful and relevant vision and set of policies that can be implemented effectively. A process that successfully addresses and sets policy for the following challenging issues:
 - Vacation rentals throughout the city and in the coastal zone
 - Preservation of cultural and historic resources
 - Climate change and vulnerabilities due to sea level rise/and adaptation strategies
 - Efficient management of parking resources
 - Setting appropriate benchmarks and action plan for reducing carbon
- Continuing Improvements to Downtown Core both related to economic vitality and compatibility with surroundings
- Nightlife issues (improve enforcement and compliance)
- Implementation of needed technology upgrades, including the GIS based permitting and permit tracking system, web based permitting, and digital storage of records
- Infrastructure improvements, especially sanitary sewer and storm sewer, and active transportation infrastructure
- Accommodation and processing of appropriate new development, as well as monitoring and managing construction impacts
- Maintaining economic stability and competitiveness
- Improvements to the PCH and Aviation Boulevard Corridors, for continued and improved economic vitality and compatibility
- Efficient management of parking resources
- Successfully managing and implementing projects and initiatives with new staff

MANAGEMENT IN PROGRESS 2016 PROJECTS AND ISSUES Hermosa Beach, California January 2016

DEPARTMENT: Community Development

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 General Plan/Local Coastal Program – Blueprint for a Low Carbon Future
- 2 Implementation of software upgrades linking GIS with permitting across departments and web based permitting
- 3 Late night action plan – coordinated enforcement, CUP reviews, code changes and updates
- 4 Ongoing processing and management of development and construction activity that continues at a high rate, including major projects that are various stages of the entitlement process
- 5 Pro-active enforcement of quality of life/environmental related rules: signage, construction impacts, smoking, Styrofoam use, re-usable plastic bag use, water conservation etc.
- 6 Implementing Downtown Core Revitalization Strategy
- 7 Monitoring/Coordination with nearby Cities on development, major land use proposals (specifically Redondo Beach Waterfront and AES sites, Manhattan Beach Skechers ‘campus’)
- 8 Tobacco Retailer Licensing Ordinance

Smoking Enforcement Policy/Signing and Education Program

Action plan for enhanced noticing and information outreach to better inform public, and improve public input, on pending Commission or City Council decisions

**INITIATIVES 2016:
SHORT-TERM ISSUES AND PROJECTS
Hermosa Beach, California
January 2016**

DEPARTMENT: Community Development

Please list issues or projects that you would like for the city to address this next year 2016.

- 1 Class and Compensation study and findings incorporated into new employee contracts to assure compensation of employees is consistent with or above market
- 2 Efficiencies and protocols of public meetings and improvement of the Council and Commission decision making processes (including noticing and outreach to public)
- 3 Update and adoption of local California Environmental Quality Act (CEQA) guidelines
- 4 Hiring of Economic Development Officer and integration into City functions with well-defined role
- 5 Clear setting of benchmarks for carbon reduction and commitment across all city departments

Adoption of 2016 Updates to the California Building Codes and Green Building Codes, and decision on whether local modifications should be submitted to the State on greater energy efficiency or other more enhanced green measures.

MAJOR CHALLENGES

Hermosa Beach, California

January 2016

DEPARTMENT: Community Resources

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Continuing to provide a variety of programming for the senior population without outgrowing the space allotted.
- Limit unauthorized classes and events on City property. Create a protocol on addressing these issues. (Part of the Special Events and Volleyball Subcommittee discussions.)
- Creation of a cohesive and formal policy for volleyball court management on the beach.

**MANAGEMENT IN PROGRESS 2016
PROJECTS AND ISSUES
Hermosa Beach, California
January 2016**

DEPARTMENT: Community Resources

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1. Additional technical/interior improvements in the Community Theatre.
2. Special Events and Volleyball Subcommittee – Implementing approved policy revisions and continuing to update policy for a complete formal Special Event Policy Guide for 2017.
3. Create and implement formal Special Event Policy Guide.

**INITIATIVES 2016:
SHORT-TERM ISSUES AND PROJECTS
Hermosa Beach, California
January 2016**

DEPARTMENT: Community Resources

Please list issues or projects that you would like for the city to address this next year 2016.

- 1 Create a Senior Center Advisory Board while maintaining oversight and direction by City Staff.
- 2 Review of management practices and options of the Community Theatre.
- 3 Formalize relationship with the Hermosa Arts Foundation

MAJOR CHALLENGES

Hermosa Beach, California

January 2016

DEPARTMENT: Finance Department

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Lack of Funding for Infrastructure including City Facilities
- Approval/Funding for Class/Compensation Study
- Sewer System Upgrade
- Storm Water Requirements
- Maintaining Service Levels, Retaining Employees, Employee Morale
- Funding for Ongoing Operations
- Viable Hotel Developments for Few Sites Available
- Attainment of Consensus by City Council in Civil Manner

**MANAGEMENT IN PROGRESS 2016
PROJECTS AND ISSUES
Hermosa Beach, California
January 2016**

DEPARTMENT: Finance Department

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Bond Issuance, Sewer Upgrade
- 2 Priority Based Budgeting Update, Use of Model in Budget
- 3 Finance Administration Division, Reorganization
- 4 Online Parking Permits
- 5 Analysis of Health Insurance Alternatives
- 6 Labor Negotiations
- 7 Fiscal Health Modeling
- 8 Assistance with Implementation of Sewer Fee
- 9 Assistance with Class Compensation Study Implementation
- 10 Replacement of Animal Licensing System
- 11 Annual Actuarial Review of PERS
- 12 User Fee Study Update
- 13 Implementation of Opengov Online Software (interactive Online Financial Information)

**INITIATIVES 2016:
SHORT-TERM ISSUES AND PROJECTS
Hermosa Beach, California
January 2016**

DEPARTMENT: Finance Department

Please list issues or projects that you would like for the city to address this next year 2016.

- 1 Hotel Development
- 2 City Facility, Infrastructure Plans
- 3 Issuance of Sewer Bonds
- 4 Update of Class and Compensation Study
- 5 Document Imaging for All Departments
- 6 Community Theatre
- 7 Labor Negotiations
- 8 OpenGov Implementation, Interactive, Online Financial Information

MAJOR CHALLENGES

Hermosa Beach, California

January 2016

DEPARTMENT: FIRE

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Fire Department staffing levels
 - Firefighters
 - Chief officers
 - Fire inspector
 - Medical Director
 - Administrative support staff
 - BLS Ambulance Operators

AND/OR

- Resource sharing with neighboring cities
 - Administrative services
 - Chief officers
 - BLS Ambulance Operators
 - Fire prevention/Community risk reduction programs
 - Disaster preparedness
 - Medical Director
- Fire Station/HQ rehabilitation (Essential Facilities requirements)
- Succession Planning
- Disaster Preparedness / Hazard Mitigation Plan

MAJOR CHALLENGES

Hermosa Beach, California

January 2016

DEPARTMENT: Human Resources

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Securing multi-year employee contracts with all bargaining units.
- Ability to recruit and retain qualified employees.
- Aging workforce
- Review and establish cost containment with the current Insurance Policies, Liability & Workers Compensation.

**MANAGEMENT IN PROGRESS 2016
PROJECTS AND ISSUES
Hermosa Beach, California
January 2016**

DEPARTMENT: Human Resources

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Finalize Classification and Compensation Study and implement any changes as directed before negotiations for the next employee contracts.
- 2 Review and establish cost containment with the current Insurance Policies, Liability & Workers Compensation

**INITIATIVES 2016:
SHORT-TERM ISSUES AND PROJECTS
Hermosa Beach, California
January 2016**

DEPARTMENT: Human Resources

Please list issues or projects that you would like for the city to address this next year 2016.

- 1 Finalize Classification and Compensation Study and implement any changes as directed before negotiations for the next employee contracts.
- 2 Securing multi-year employee contracts with all bargaining units.
- 3 Develop a streamline process to ensure Performance Evaluations are completed at minimum once every 12-month period.
- 4 Schedule required Anti-Harassment Training for all employees in a Supervisory role.
- 5 Review of Department Policies and Procedures

MAJOR CHALLENGES
Hermosa Beach, California
January 2016

DEPARTMENT: Police

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Retaining quality employees
- Consistent policy direction from Council

**MANAGEMENT IN PROGRESS 2016
PROJECTS AND ISSUES
Hermosa Beach, California
January 2016**

DEPARTMENT: Police

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Continued recruitment of quality employees
- 2 Refinement of internal tracking systems
- 3 Succession planning for supervisory positions
- 4 Expansion of Community Outreach programs
- 5 Continuation of partnership with Hospitality Association
- 6 Relocation to temporary housing during fire tower deconstruction
- 7 Ongoing crime analysis to refine deployment strategies

**INITIATIVES 2016:
SHORT-TERM ISSUES AND PROJECTS
Hermosa Beach, California
January 2016**

DEPARTMENT: Police

Please list issues or projects that you would like for the city to address this next year 2016.

- 1 Require secure parking for public safety employees in any new facilities plan
- 2 Revisit class and compensation study to remedy concerns raised by employees for some specific positions
- 3 Calculate true costs of special events (security/police resources)

MAJOR CHALLENGES

Hermosa Beach, California

January 2016

DEPARTMENT: Public Works

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Staffing the department to meet the current and estimated demands from large projects.
- Preparing Integrated Master Plans for Sewer, Storm Drains, and Street Improvement Projects
- Implementing Acella Asset Management and Land Management software; will include Public Works permitting.
- Resolving alternative vehicle fueling problem
- Developing plans and funding mechanisms for major City facility replacement such as new City Hall, Police and Fire Station Facilities, and City Maintenance Yard improvements.

MANAGEMENT IN PROGRESS 2016 PROJECTS AND ISSUES Hermosa Beach, California January 2016

DEPARTMENT: Public Works

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 CIP 12-143 PCH Aviation Mobility Improvements – actively pursuing funding sources and options
- 2 CIP 15-129 Street Improvements – Various Locations, project in construction starting mid December.
- 3 CIP 12-160 Pacific Coast Highway Traffic Improvements. Project still under review by Caltrans. This project will allow for an easier vehicular commute through Hermosa Beach along Pacific Coast Highway, completion estimated Sep 2016.
- 4 CIP 15-403 Sewer Improvements – Various Locations, estimated completion Dec 2016
- 5 CIP 14-503 Lawn Bowling Green Complex Lighting, estimated completion June 2016, project to be completed in-house.
- 6 CIP 14-541 Clark Field and Lawn Bowling Electrical Design and ADA Access will be awarded in February 2016. Meets Strategic Plans the Policy Agenda 2014 High Priority.
- 7 CIP 14-632 Fire Department Training Tower. This project will remove the existing structure that is seismically unsafe in its current condition. Building deemed historically significant. Estimated completion March 2016.
- 8 CIP 14-163 Protective Bollards Along the Strand – completion estimated in March 2016.
- 9 Complete numbering of Parking Structure and Lot B
- 10 CIP 14-173 8th Street SR2S Improvements – completion estimated for May 2017
- 11 CIP 11-537 South Park Playground Improvements – in construction, completion estimated in January 2016.

- 12 CIP 13-606 Fire Station Renovation and Upgrades – estimated completion June 2016.
- 13 CIP 15-538 Citywide Park Master Plan – RFP completion estimated for Feb 2016.
- 14 CIP 12-609 Downtown Strategic Plan Implementation – Hermosa Avenue Architectural, Structural, and Engineering Plans and Specifications to be completed in FY 15-16, may extend to FY 16/17. Pier Plaza/Beach: Conceptual design including Architectural Plans and Preliminary Engineering Study to be completed in FY 15-16; Downtown Parking Solutions: Parking Needs Assessment and Financing Options, Conceptual design including Architectural, Structural, and Engineering Plans and Specifications, Appraisals and coordination with the General Plan to be completed in FY 15-16. Construction on Hermosa Avenue estimated to be completed in June 2017.
- 15 CIP 13-656 Citywide Energy Conservation Upgrades – completion estimated for March 2015. Project will be 90% complete by early Jan 2016.
- 16 CIP 11-141 Gould Avenue Street Improvements – project scope and funding to be revisited during Budget for FY 16/17.
- 17 CIP 14-614 Police Facilities Improvements – completion of consolidation of range and armory equipment, installation of new locks and secured doors, installation of sink and shelving, and storage on PD ramp estimated to be completed June 2016
- 18 City Council Chambers Audio/Visual Improvements
- 19 CIP 15-607 Fire Station Renovation and Upgrades – estimated completion June 2016.
- 20 CIP 15-615 Corporate Yard Facility – project includes toxic concern mitigation, completion of assessment report estimated for Dec 2016.
- 21 CIP 15-634 Municipal Solar Facility Plan and Installations – estimated completion June 2016
- 22 CIP 15-650 Community Center General Improvements – Phase III, repairs to windows, doors, and minor architectural improvements estimated completion May 2016
- 23 CIP 15-657 City Right of Way ADA Improvements - (curb ramp improvements are to be constructed with the Street Improvement Project (CIP 15-129, estimated completion Dec 2016), remaining elements of the project estimated for completion March 2016.
- 24 CIP 15-660 Municipal Pier Structural Repairs – Phase III – estimated completion June 2016
- 25 CIP 15-667 Community Center, Plaza, and Park Improvements – includes relocation of Jazz and Surfer Walk of Fame plaques, creation of cultural monument, replacement of Community Theater marquee, new water fountains, floors, and fencing to prevent homeless encampment around the building.

- 26 Replacement of ceiling tiles in the Police and Fire Department
- 27 Installation of EV Charging Stations
- 28 Installation of Mini-Bike Corrals and Bike Racks
- 29 Painting Fire Department
- 30 Sewer Hydrojet Cleaning and Videoing
- 31 String Lights on Pier Plaza
- 32 Stormwater Management Program and Funding Mechanism
- 33 CNG Fueling Options Report
- 34 Vehicle Replacement Update Report
- 35 Document Scanning and Imaging
- 36 Accela Implementation – per the Scope of Work this project will require significant time and resources. Staff support is required to adequately meet the time lines indicated in the SOW
- 37 Citywide Street Striping

**INITIATIVES 2016:
SHORT-TERM ISSUES AND PROJECTS
Hermosa Beach, California
January 2016**

DEPARTMENT: Public Works

Please list issues or projects that you would like for the city to address this next year 2016.

- 1 Preparing for El Nino and completing associated training.
- 2 Complete concrete and asphalt work for new storage building at the Community Center.
- 3 Prepare Clark Stadium for little league season
- 4 Schedule catch basin cleaning
- 5 Complete review of PW user fees

SECTION 3

HERMOSA BEACH VISION 2031

Hermosa Beach Vision 2031

HERMOSA BEACH 2031: IT IS...

OUR SMALL BEACH TOWN

OUR DISTINCT HOMETOWN SPIRIT

OUR PRESERVATION OF OUR WAY OF LIFE

OUR ECLECTIC COMMUNITY

OUR FAMILY FRIENDLY COMMUNITY

**OUR COMMITMENT TO ENVIRONMENTAL
SUSTAINABILITY AND CARBON NEUTRALITY**

Vision 2031

Guiding Principles

PRINCIPLE 1

SMALL BEACH TOWN

► **We Value:**

1. Preservation and respecting Hermosa Beach's history and heritage
2. Diverse architectural character and buildings
3. Ability to utilize and enjoy our World class beach
4. Small, unique city connected to other beach cities

► **We Aspire for 2031:**

1. Engaged and active community
2. Destination for visitors who desire a small beach town experience
3. Expanded pier which is inviting and active
4. Improved Strand – safe for walking and biking
5. Easy movement within Hermosa Beach without the need for a car

PRINCIPLE 2

DISTINCT HOMETOWN SPIRIT

► **We Value:**

1. Attractive gateways and entrances signifying that you are home
2. Residents engagement and volunteerism
3. Strong community events and festivals for residents and visitors
4. Residents and businesses taking pride in the community
5. Residents feeling comfortable and connected to our community

► **We Aspire for 2031:**

1. All generations feeling at home, bringing energy to our community and supporting each other
2. Locally owned businesses participating in and contributing to our community
3. Residents knowing and helping their neighbors
4. Pedestrian and bike friendly community connecting community destinations – neighborhoods, schools and parks
5. Strong community support for quality public schools and youth activities

PRINCIPLE 3

PRESERVATION OF OUR WAY OF LIFE

► **We Value:**

1. Casual life style
2. Outdoor healthy living and activities
3. Opportunities to meet and to socialize with diverse people
4. Easy, convenient beach access for all
5. Maintaining the scale of our city and its economic diversity

► **We Aspire for 2031:**

1. Policies and measures to protect our way of life and culture
2. Enjoying life in our community

PRINCIPLE 4

ECLECTIC COMMUNITY

► We Value:

1. Unique, small and locally owned retail shops
2. Well-maintained, artistic and attractive public spaces
3. Pier Plaza area – our downtown
4. Diversity with all feeling welcome and respected in our community
5. Variety of locally owned quality dining and entertainment venues
6. Vibrant unique, locally owned businesses connected to the community

► We Aspire for 2031:

1. Diverse character of residents and businesses
2. Welcome innovators, champions and iconoclasts
3. Sense of community with vibrancy
4. Spaces for business incubators and innovators

PRINCIPLE 5

FAMILY FRIENDLY

► **We Value:**

1. Safe community
2. Neighborhood schools with nationally recognized educational programs
3. Walkable parks with venues for all family generations
4. Opportunities for family generations to interact, to enjoy each other and to learn from each other

► **We Aspire for 2031:**

1. Great place to raise a family
2. Diverse amenities for the families with a range of leisure and recreational activities for all generations
3. Enhanced safety through environmental design, lighting, and a mix of businesses
4. Hermosa Beach downtown which is comfortable and safe for all generations
5. Improved, updated parks with a variety of venues

PRINCIPLE 6

**COMMITMENT TO ENVIRONMENTAL
SUSTAINABILITY AND CARBON
NEUTRALITY**

► **We Value:**

1. Stewardship of natural resources and living environment
2. Informed and educated community – residents and businesses – making smart decisions
3. Water conservation and reuse throughout the city
4. Commitment to clean energy production and efficient transportation
5. Initiatives for expanded use of solar energy by the City and community

► **We Aspire for 2031:**

1. Adaptive resiliency on sea level rise
2. Reduced energy consumption through solar power and other alternative energy sources
3. Innovative projects and programs that produce measured results
4. Expanded transportation options/use – bike sharing, bike use, buses, trolleys/shuttles, water ferries/taxis
5. Incentivizing net positive buildings and developments
6. Recognized leader for carbon neutrality, in addressing climate change and improving health of residents
7. Expanded public-private partnership and business opportunities with job opportunities for residents

SECTION 4

HERMOSA BEACH CITY GOVERNMENT: MISSION AND SERVICES SUMMARY

Hermosa Beach City Government: Mission and Services

The mission of the
HERMOSA BEACH GOVERNMENT

is to *Govern* ⁽¹⁾

with *Community Engagement and
Collaborative Sentiment* ⁽²⁾,

to *Be Financially* ⁽³⁾,

Environmentally Responsible ⁽⁴⁾,

and to *Provide 1st Class Municipal Services* ⁽⁵⁾

in a *Customer Friendly Manner* ⁽⁶⁾

through *Valued Employees and Volunteers* ⁽⁷⁾.

Mission Guiding Principles

PRINCIPLE 1

GOVERN

► Means

1. Determining and using the vision, mission, goals and plans for the City
2. Maintaining a transparent City government and governance process
3. Engaging the community in the governance process through boards, commissions and committees; public hearings; community meetings; task forces and working groups
4. Making decisions that are in the best interests of the community as a whole – residents, businesses, visitors and stakeholders
5. Seeking input from the community (residents, businesses and stakeholders) prior to making a decision
6. Developing, adopting laws, policies and plans pursuant to input from the community

PRINCIPLE 2

COMMUNITY ENGAGEMENT AND COLLABORATIVE SENTIMENT

► Means

1. Tapping and using residents' and businesses' knowledge and expertise
2. Regularly surveying the community (residents, businesses and stakeholders) on services and service delivery
3. Having a strong partnership and working relationship with the business community
4. Having the Mayor and City Council setting a positive tone based upon mutual trust and respect
5. Using the community developed decision tool: Mayor – Council, Boards/ Commissions/Task Forces, and City Staff

PRINCIPLE 3

FINANCIALLY RESPONSIBLE

► Means

1. Delivering City services in the most cost effective and efficient manner
2. Committing to consistent investment in the maintenance, upgrade and replacement of City facilities and infrastructure incorporating solar panels and energy efficiencies
3. Developing a balanced budget based upon direction and guideline from City Council
4. Maintaining a useful, accurate financial reporting system that allows for appropriate checks and balances
5. Overseeing financial condition and processes
6. Maintaining financial reserves consistent with City policies and national standards
7. Providing residents and businesses service value for their tax dollars and fees
8. Maximizing grants and outside funding sources which leverages City resources – local, region, state and federal levels
9. Creating a business and civic environment for business investment

PRINCIPLE 4

ENVIRONMENTALLY RESPONSIBLE

► Means

1. Incorporating environmental sustainability principles in City decisions, budgets, facilities and plans
2. Educating the community on environmental issues, their responsibility to the health, well being and future of our community, and the impacts of their daily decisions on the environment
3. Reducing the carbon footprint by use of solar power and other carbon reducing methods/technologies
4. Promoting/incentivizing the conservation of natural resources: energy and water
5. Planning for resilient responses to the impacts of climate changes
6. Monitoring the condition of the environment and evaluating the impacts of City decisions and actions
7. Evaluating the environmental return on City investments and decisions
8. Reducing carbon generation by City employees, contractors, and in the City programs and activities

PRINCIPLE 5

PROVIDE 1ST CLASS MUNICIPAL SERVICES

► Means

1. Defining and prioritizing City services and levels of service
2. Listening to, understanding and acting upon the needs of City residents and businesses
3. Looking for ways to improve service delivery or to increase productivity through innovative processes
4. Evaluating individual performance and with accountability for the results
5. Measuring City and department services through performance benchmarks and metrics with accountability
6. Knowing and applying "best practices" to the City
7. Meeting the needs of older residents, special needs, low income
8. Working collaboratively with businesses and property owners to achieve compliance with important public health, safety, environmental regulations and laws
9. Investing in the maintenance, upgrade, replacement and energy efficiency of City buildings, facilities and infrastructure

PRINCIPLE 6

CUSTOMER FRIENDLY MANNER

► Means

1. Looking for ways to say "yes" and solve problems; when having to say "no", helping the customer to understand
2. Constantly evaluating level of customer satisfaction
3. Being a positive ambassador and presenting a positive image for the City
4. Listening to and striving to understand point of view and needs of your customer
5. Seeking feedback from customers and stakeholders
6. Always responding in a timely manner: information, emergency, services and plan review
7. Having easy access to City information and service
8. Using technology to enhance service organization productivity

PRINCIPLE 7

VALUED EMPLOYEES AND VOLUNTEERS

► Means

1. Valuing and celebrating the contribution and performance of volunteers and employees
2. Maintaining a positive work environment that encourages a sense of purpose, autonomy and fun
3. Fostering a team environment
4. Hiring and retaining a top quality City workforce and volunteers
5. Defining individual performance expectations and standards linked to compensation for employees
6. Providing a work space for employees where they feel valued and appreciated
7. Creating a professional learning environment that facilitates personal and professional development
8. Strive to maintain fair compensation policy based upon balancing market, performance and the community's total cost of government

SECTION 5

CITY OF HERMOSA BEACH PLAN 2016 – 2021

**City of Hermosa Beach
Goals 2021**

COMMITMENT TO A SAFE COMMUNITY

FINANCIALLY SOUND CITY GOVERNMENT

**HIGH PERFORMING CITY PROVIDING
1st CLASS SERVICES**

MORE LIVABLE, SUSTAINABLE BEACH CITY

**ENHANCED ECONOMIC DEVELOPMENT
THROUGH REVITALIZED
DOWNTOWN AND ENTRY CORRIDORS**

GOAL 1

COMMITMENT TO A SAFE COMMUNITY

► Objectives

1. Provide a timely response to achieve positive outcomes for emergency calls for service
2. Have one of the lowest crime rate: 2% targeted crime rate reduction
3. Enforce consistently City codes, ordinances and CUP's
4. Have people feeling safe: any place, any time of day
5. Balance community safety with the interests of an active community
6. Work in partnership with residents and businesses to create a "safe community"
7. Strengthen the working relationship between the Police and the community

► Means to Residents

1. Safe community for family members: all generations
2. Feeling safe and secure at hotels and in the community
3. Protection of home and property values
4. Safe community events and festivals
5. Timely response to all emergency calls for service

► Challenges and Opportunities

1. Having safe 4th of July and major events
2. Late night behaviors and criminal activities
3. Increasing homeless population – pushed out of Los Angeles
4. Residents sharing responsibility for community safety: hide it, lock it, keep it; and disaster preparedness
5. Developing research capacity to use data to shape and refine City deployment and investigative actions
6. Fluctuating seasonal/weekly/calendar sensitive deployment
7. Consistency: City ordinances and City enforcement – actions, resources, "waivers"
8. Working with businesses and residents

► **Challenges and Opportunities (Continued)**

9. Connecting with the Hermosa Beach community
10. Community demand for transparency
11. Developing innovative programs to create a safe community
12. Interdepartmental cooperation and collaboration among all City departments for community safety programs and issues
13. Environmental and building designs for safety
14. Police use of cameras including guidelines and storage/retrieval
15. Intercity collaboration on public safety services, facilities, programs

► **Other Policy Action Priorities 2016**

1. Code Enforcement

► **Management Actions 2016**

- | <ol style="list-style-type: none"> 1. Commercial Use of Beach Policy/Regulations: Council Decision 2. Homeless Strategy and Action Plan 3. Body Cameras: Guidelines, Implementation 4. Public Safety Mobile/Portable Radios: Direction | Mgmt
M/C
2015
2015
Mgmt | <table border="1"> <tr> <th style="text-align: left;">PRIORITY</th> </tr> <tr> <td style="text-align: center;">9/16</td> </tr> </table> | PRIORITY | 9/16 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------|------|
| PRIORITY | | | | |
| 9/16 | | | | |

► **Policy Actions in Progress 2016**

1. Community Policing Action Plan
2. Crime Prevention through Environmental Design

PRIORITY
Ongoing
Ongoing

► Management in Progress 2016			TIME
1. Police Community Calendar: Implementation			Completed
2. Emergency Operations Plan: Update, Training	MIP		Completed
A. Plan: Update			MIP
B. Training			
3. Crime Analysis: Refinement	MIP		5/16
4. Safety Fair	MIP		6/16
5. Bikes/Electric Bikes Parking and Speeding			6/16
6. Downtown Police Unit: Implementation	MIP		8/16
7. Late Night Action Plan: Update Reports	M – 2015		11/16
8. Multi Hazards Mitigation Plan: Development	MIP		11/16
9. Fire Medical Director			7/17
10. Construction Fences: Appearance and Personal Injury	M – 2015		Ongoing
11. Volunteer Police Program: Recruitment	MIP		Ongoing

► On the Horizon 2017 – 2021			
1. Emergency Operations Center: Funding, Design, Construction			
2. 1736 House: Direction			
3. Youth Police Program: Development			
4. Opticom System for Traffic Control Devices: Direction, Funding			

GOAL 2

FINANCIALLY SOUND CITY GOVERNMENT

► **Objectives**

1. Partner with others for reduced service costs
2. Invest in City infrastructure and community opportunities
3. Institutionalize priority based budgeting as a decision making tool – aligning resources with community
4. Leverage City resources through outside funding sources, including grants and strategic use debt
5. Leverage strategic environmental initiatives to reduce cost of City services and increase City revenues
6. Achieve “Municipal Carbon Neutral” goal

► **Means to Residents**

1. City acting as responsible steward of the City's resources
2. Value for their tax dollars and fees
3. Keeping Hermosa Beach an affordable place to live
4. City service delivered in an efficient manner
5. City working with others to improve service delivery or expand resources

► **Challenges and Opportunities**

1. Payment of oil liability and informing residents
2. Funding to address aging infrastructure and facility needing maintenance and replacement
3. Costs of long-term employee obligations: pensions, OPEB
4. Developing fees based on users covering the costs of service delivery
5. Valuing, recruiting and retaining quality City employees
6. Leveraging City resources through grants and partnerships
7. Increasing workload and limited organization capacity
8. Determining City policy on how to pay for City services

► Challenges and Opportunities (Continued)

- 9. Helping residents to understand and appreciate City finances, services and value
- 10. State of California and their actions impacting or supporting City services and finances, including new prevailing wage law impact on City projects
- 11. Developing innovative approaches to City service delivery
- 12. Paying for carbon offsets
- 13. Staffing and organizational capacity with increasing service demands
- 14. Increased competition and competing interests for limited grant

► Policy Actions 2016

- 1. City Infrastructure Project Priority and Funding Mgmt
M/C
 - A. Pavement Management/Sidewalk Plan
 - B. Sewer/Stormwater Assessment
 - C. Living Streets Master Plan (Streets and Sidewalks)
 - D. Water Quality
- 2. Financial Policies/Long Range Plan
 - A. Financial Policies
 - B. Long Range Plan: Fiscal Health Model
 - C. Priority Based Budgeting
 - D. Pension/Employee Compensation
 - E. Long Range Financial Plan
 - F. Fire Services/Staffing

► Policy Actions in Progress 2016

- 1. Mayor and City Council: Compensation
- 2. Oil Settlement: Direction

PRIORITY
6/16
9/16

► Management Actions 2016			PRIORITY
1. Priority Based Budget	2015		5/16
2. User Fee Study	2015		7/16
• Completion			
• Decision: Direction, Adoption			
3. Special Events Policy/Guidelines: Council Decision	Mgmt OTH		7/16
4. Health Insurance Modification			10/16

► Management in Progress 2016			TIME
1. Fleet Replacement Polices: Implementation	MIP		5/16
2. Fiscal Health: Live Model	MIP		5/16
3. Citywide Document Imaging	OTH		
A. Direction			5/16
B. Implementation			10/16
4. eMeeting/Paperless Agenda: Planning Commission	MIP		7/16
5. Gov – INVEST: Pensions			7/16
6. Eden Systems Purchase Orders for All Departments	MIP		8/16
7. Open Gov – Fiscal Transparency Software			11/16
8. Online Parking Permits	MIP		12/16
9. New Animal License System	MIP		6/17
10. Grants Opportunities	OTH		Ongoing

► On the Horizon 2017 – 2021	
1. Sewer Upgrades: Bond Issuance	

GOAL 3

HIGH PERFORMING CITY PROVIDING 1ST CLASS SERVICES

► Objectives

1. Upgrade City facilities
2. Upgrade City infrastructure: streets, sidewalks, sewer collection system
3. Value and maintain a top quality workforce dedicated to serving the Hermosa Beach community
4. Easier access and tracking to City services and service request through technology and improved processes
5. Develop City organization culture that practices “High Performance Organization” principles and accountability
6. Mutual trust and respect among elected officials, management/staff, and community

► Means to Residents

1. Service value for tax dollars and fees
2. Convenience through easier access to information and services through the Internet
3. City employees sensitive to the needs and feeling of you as a customer
4. Reliable delivering of City service
5. Timely response to a call for service
6. Consistent response for the City

► Challenges and Opportunities

1. Staff capacity and morale vs. increasing demands for services
2. Timing and funding for City facilities improvements
3. Modernizing Public Works Yards, Police/Fire Facilities, City Hall, Civic Center
4. Aging City infrastructure and buildings needing major maintenance and repair
5. Creating a City organization that supports opportunities for employees to excel and grow

► **Challenges and Opportunities (Continued)**

6. Cost and funding of technology upgrades
7. Employee expectations for salaries and benefits
8. Retaining top quality employees
9. Limited promotional opportunities
10. Effectively, appropriately engaging residents in policy development
11. Communicating and engaging community stakeholders
12. Working with other governmental partners on infrastructure and service delivery
13. Aging City workforce and succession
14. Building trust with the Hermosa Beach community

► **Policy Actions 2016**

1. City Building and Facilities
 - A. City Facilities: Civic Center – Police; Fire; City Hall; Public Works
 - B. Buildings of Opportunities

► **Other Policy Action Priorities 2016**

1. Meet and Confer/MOU
2. Boards/Commissions Review

► **Policy Actions in Progress 2016**

1. Community Decision Tool: Use

PRIORITY

Ongoing

► **Management Actions 2016**

1. ADA Compliance: Funding (Caltrans)
2. CNG Station at Corporate Yard
 - A. Report
 - B. Operation

PRIORITY

5/16

5/16 –

9/16

► Management in Progress 2016			TIME
1.	Part-Time Employees Recognition	MIP	5/16
2.	Volunteers Recognition Program		5/16
3.	Solid Waste Collection: Update Report	MIP	6/16
4.	Sewer Hydro Jetting Contract: Completion	MIP	8/16
5.	Land and Asset Management Software	MIP	
	A. Asset		8/16
	B. Land		9/16
6.	Council Procedural Manual		9/16
7.	City Intern Program		9/16
8.	Employee Appreciation Program: Enhancements	MIP	10/16
9.	High Performance Organization: Leadership Philosophy, Report to Council	MIP	10/16
10.	New Training System for Part-Time Employees	MIP	10/16

► Major Projects 2016			TIME
1.	Street Sharrows: Monterrey		Completed
2.	Council Chamber Improvements		10/16
3.	Street Improvement Program: Pier Avenue		2/17

► On the Horizon 2017 – 2021		
1.	National Citizens Survey	OTH
2.	Master Plan for Parks	M/C
		OTH
3.	Succession Planning and Process	OTH
4.	Code of Ethics: Development	OTH
5.	Trash Enclosures: Long Term Direction	OTH
6.	Parking at City Hall: Evaluation Report, Direction	OTH
7.	City Yard Environment Assessment and Mitigation	

GOAL 4

MORE LIVABLE, SUSTAINABLE BEACH CITY

► Objectives

1. Enhance creative ways for the City to support school and build community understanding of school finance needs
2. Preserve and enhance small town, neighborhood character
3. Upgrade outdoor recreation facilities and activities
4. Calmer, safer late night Downtown
5. Improve access and mobility for pedestrians, bicycles and other forms of transportation
6. Adaptive, resilient community to sea level rise

► Means to Residents

1. More reasons to live in Hermosa Beach
2. Feeling and being safe anywhere, any time of day
3. Protection of property and home values
4. Green City acting as a responsible environmental steward
5. Choices of quality homes for ownership or rental
6. More opportunities for leisure activities close to home

► Challenges and Opportunities

1. Increasing public transportation options and utilization
2. City resources limitation
3. Growing senior and ADA population with growing service needs and expectations
4. Effectively handling problems associated with late night life
5. Traffic volume and flow, and street capacity especially around school sites
6. Impact of climate change, including sea level rise

► Challenges and Opportunities (Continued)

7. Defining "carbon neutral" and the responsibilities of the City, businesses and residents
8. Loss of historically significant buildings
9. Green initiative to produce energy and increase energy efficiently
10. Developing potential partnerships
11. Using the Community Decision Tool in policy development and decision making
12. Competing priorities for attention and funding
13. Resistance to change in the community and among residents
14. Changing recreational patterns among different family generations

► Policy Actions 2016

1. General Plan/Local Coastal Program – Blueprint for a Low Carbon Future Mgmt
M/C
2015
2. Community Carbon Actions
 - A. Implementation
 1. CCA
 2. Solar Energy
 3. Library: Carbon Neutral Building
 4. Carbon Neutral Action Plan
 5. Transportation
 6. Alternative Fuel Transportation
 - B. Planning
 1. General Plan: Carbon Neutral Goal
 2. Carbon Neutral Task Force

► Other Policy Action Priorities 2016

1. 28th Street Project
2. Encroachments

► Policy Actions in Progress 2016		PRIORITY
1. Short Term Rental Policy		5/16
A. Council Decision: Policy		6/16
B. Enforcement Guidelines/Process		6/16
2. Community Clean Up Strategy/Funding: Council Decision		6/16
3. Local Arts Events: Film/Music		6/16
4. South Park		
A. M/CC Update		6/16
B. Amenities: Completion (Playground Equipment)		8/16
5. Utility Rate: Council Decision		10/16
6. Low Impact Development Ordinances Update: Council Decision		11/16
7. Major Project Participation		Ongoing
A. Desalinization Plant		
B. Redondo Beach Waterfront Project		

► Management in Progress 2016		TIME
1. Before/After School Program	P – 2015	Completed
2. 4 th of July Holiday	MIP	Completed
3. Electric Vehicle Car Pool/Employee Commute Incentives	OTH	Completed
4. Single Use Bag Policy: Implementation	OTH	8/16
5. Sea Level Adaption Action Plan	M/C	10/16
	Mgmt	

► Major Projects 2016		TIME
1. Citywide Conservation Upgrades: Street Lights to LED		9/16
2. Protective Bollards on Strand		9/16
3. Clark Field and Lawn Bowling Electric Energy Efficiency: Update		9/16
4. Restrooms Upgrade		1/17
• Clark Field		
• Fort Lots-o-Fun		
• Seaview		
5. ADA Upgrade: Hermosa Strand		3/17

► **On the Horizon 2017 – 2021**

- | | |
|----------------------------------------------------------------------------|-----|
| 1. Bike Sharing: Direction | OTH |
| 2. Gould Avenue Complete Streets Improvements | OTH |
| 3. Bike Path Master Plan/Improvements: Project Priority, Funding | OTH |
| 4. 11 th Street/Lot “A” Guidelines, Negotiation with Developers | OTH |
| 5. Free Parking for Electric Vehicles | OTH |
| 6. Community Solar Energy | OTH |
| 7. Green Businesses and Job Development Policy and Actions | OTH |
| 8. Family Friendly Community Strategy | |
| 9. Parking at Community Center | |
| 10. Water Re-Use | |
| 11. Property Maintenance/Nuisance Code | |
| 12. Greenbelt Plan | |
| 13. Street Performers | |

GOAL 5

**ENHANCED ECONOMIC DEVELOPMENT
THROUGH REVITALIZED DOWNTOWN AND
ENTRY CORRIDORS**

► Objectives

1. Increase day time “foot traffic” in Downtown
2. Provide flexible parking that support economic development goal and projects
3. More attractive Pacific Coast Highway and Aviation corridors with more quality businesses
4. Attract new businesses including entertainment/film industry to do business in Hermosa Beach during off season (September – May)
5. Stimulate economic development opportunities on vacant and under utilized property
6. Increase green/high technology businesses in Hermosa Beach

► Means to Residents

1. Protection/enhancement of property values
2. Private sector investing in upgrading Hermosa Beach
3. More quality restaurant and retail choices within the City
4. Attractive community that you call home
5. Alternative housing choices beyond single family homes
6. More reasons to go enjoy a revitalized Downtown

► Challenges and Opportunities

1. Convenient, safe, easy to use and adequate supply parking
2. Funding for redeveloping Pacific Coast Highway/Aviation corridors
3. Unattractive Pacific Coast Highway/Aviation corridors – gateway to Hermosa Beach
4. Paring requirements and enforcement mechanism
5. Defining the City's role in economic growth and community redevelopment
6. City working with all Hermosa Beach businesses

► Challenges and Opportunities (Continued)

7. Working with Coastal Commission
8. Working with property owners and businesses
9. Competition from neighboring cities: hotel, retail, restaurants, and entertainment
10. Few funding options for redevelopment – EIFD
11. Increasing business investment during the economic recovery

► Other Policy Action Priorities 2016

1. Pacific Coast Highway/Aviation Avenue Mobility/Improvements
2. Downtown Revitalization

► Policy Actions in Progress 2016

1. Economic Incentives for Business Development Policy: Council Decision
2. Tourism Development/Chamber of Commerce Relationship: Council Decision
3. Business Incubator Space: Council Decision
4. Cypress Avenue District Direction: Council Decision
5. Hotel Development
 - A. H2O Construction
 - B. Pier Strand Application
6. Family Friendly Entertainment and Business Opportunities

PRIORITY
11/16
11/16
12/16
1/17
2018
2019
Ongoing

► Management Actions 2016		TIME
1. Trans Pacific Fiber Optic Cable	Mgmt M/C M – 2015	Completed
2. Citywide Filming Strategy/Policy: Council Decision	Mgmt MIP	3/17
3. Hope Chapel Site Development	Mgmt OTH	2017
4. Skecher Development	Mgmt M/C M – 2015	2018

► Management in Progress 2016		TIME
1. Smoking Enforcement on Plaza		Completed
2. Web Based Business: Website Upgrade		Completed
3. Economic Development Work Group		11/16

► Major Projects 2016		TIME
1. Plaza Granite Cubes and Tile Removal	MP	Completed
2. Pier Plaza Enhancements	Mgmt	12/16
<ul style="list-style-type: none"> • Tree Wheel Grates • Benches • Lights • Kiosks • Signage: Revamp • Bollards • Bike Racks 		

► **On the Horizon 2017 – 2021**

- | | |
|-------------------------------------------------------------------------|------------|
| 1. Tourism Business Improvement District (BID) | OTH |
| 2. Business Retention/Growth Visitation Program | M/C
OTH |
| 3. Retail and Restaurant Development Strategy and Zoning Changes | OTH |
| 4. Economic Investment Opportunities Related to Carbon Neutral Strategy | OTH |
| 5. Business Signage Policy and Enforcement | OTH |
| 6. Parking Technology: Upgrade | |
| 7. Parking Analysis and Plan | |
| 8. Hermosa Beach Competitiveness | |
| 9. Office Space Development | |
| 10. Utility Pole Replacement | |

SECTION 6

ACTION AGENDA 2016

City of Hermosa Beach Policy Actions in Progress 2016

1. Community Policing Action Plan
2. Crime Prevention through Environmental Design
3. Mayor and City Council: Compensation
4. Oil Settlement: Direction
5. Community Decision Tool: Use
6. Short Term Rental Policy
7. Community Clean Up Strategy/Funding: Council Decision
8. Local Arts Events: Film/Music
9. South Park
10. Utility Rate: Council Decision
11. Low Impact Development Ordinances Update: Council Decision
12. Major Project Participation
13. Economic Incentives for Business Development Policy: Council Decision
14. Tourism Development/Chamber of Commerce Relationship: Council Decision
15. Business Incubator Space: Council Decision
16. Cypress Avenue District Direction: Council Decision
17. Hotel Development
18. Family Friendly Entertainment and Business Opportunities

City of Hermosa Beach Major Projects 2016

1. Street Sharrows: Monterrey
2. Council Chamber Improvements – Audio Visual
3. Street Improvement Program: Pier Avenue
4. Citywide Conservation Upgrades: Street Lights to LED
5. Protective Bollards on Strand
6. Clark Field and Lawn Bowling Electric Energy Efficiency: Update
7. Restrooms Upgrade
8. ADA Upgrade: Hermosa Strand at 35th Street and Beach/Water Access
9. Plaza Granite Cubes and Tile Removal
10. Pier Plaza Enhancements
11. Parks Beautification
12. Review and Monitor Major Private Projects in Neighboring Communities

City of Hermosa Beach Policy Agenda 2016 Targets for Action

TOP PRIORITY

General Plan/Local Coastal Plan

Financial Policies/Long Range Plan

Carbon Neutrality: Short Term Actions

- A. Implementation**
- B. Planning**

City Infrastructure Master Plans

- A. Pavement Management/Sidewalk Plan**
- B. Sewer/Stormwater Assessment**
- C. Living Streets (Streets and Sidewalks)**
- D. Water Quality**

City Buildings and Facilities

- A. City Facilities: Civic Center – Police, Fire, City Hall, Public Works**
- B. Buildings of Opportunities**

OTHER PRIORITIES

Pacific Coast Highway/Aviation Avenue Mobility/Improvements

Downtown Revitalization

Code Enforcement

Meet and Confer/MOU

8th Street Project

Encroachments

Boards/Commissions Review

City of Hermosa Beach Management Actions 2016 Targets for Action

MANAGEMENT ACTIONS

Commercial Use of Beach Policy/Regulations: Council Decision

Homeless Strategy and Action Plan

Body Cameras: Guidelines, Implementation

Public Safety Mobile/Portable Radios: Direction

Priority Based Budget

User Fee Study

Special Events Policy/Guidelines: Council Decision

Health Insurance Modification

ADA Compliance: Funding (Caltrans)

Trans Pacific Fiber Optic Cable

Citywide Filming Strategy/Policy: Council Decision

Hope Chapel Site Development

Skecher Development

City of Hermosa Beach Management in Progress 2016

1. Police Community Calendar: Implementation
2. Emergency Operations Plan: Update, Training
3. Crime Analysis: Refinement
4. Safety Fair
5. Bikes/Electric Bikes Parking and Speeding
6. Downtown Police Unit: Implementation
7. Late Night Action Plan: Update Reports
8. Multi Hazards Mitigation Plan: Development
9. Fire Medical Director
10. Construction Fences: Appearance and Personal Injury
11. Volunteer Police Program: Recruitment
12. Fleet Replacement Polices: Implementation
13. Fiscal Health: Live Model
14. Citywide Document Imaging
15. eMeeting/Paperless Agenda: Planning Commission
16. Gov – INVEST: Pensions
17. Eden Systems Purchase Orders for All Departments
18. Open Gov – Fiscal Transparency Software
19. Online Parking Permits
20. New Animal License System
21. Grants Opportunities
22. Part-Time Employees Recognition
23. Volunteers Recognition Program
24. Solid Waste Collection: Update Report
25. Sewer Hydro Jetting Contract: Completion
26. Land and Asset Management Software

27. Council Procedural Manual
28. City Intern Program
29. Employee Appreciation Program: Enhancements
30. High Performance Organization: Leadership Philosophy, Report to Council
31. New Training System for Part-Time Employees
32. Before/After School Program
33. 4th of July Holiday
34. Electric Vehicle Car Pool/Employee Commute Incentives
35. Single Use Bag Policy: Implementation
36. Sea Level Adaption Action Plan
37. Smoking Enforcement on Plaza
38. Web Based Business: Website Upgrade
39. Economic Development Work Group

**City of Hermosa Beach
Action Outlines 2016**

ACTION: GENERAL PLAN/LOCAL COASTAL PLAN

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Short Term Rentals	1. Review by Planning Commission, Other Commissions, Public Input	4/16 – 5/16
• Carbon Neutrality Goal	2. M/CC Decision: Direction on Grant Extension	5/16
• Timing	3. M/CC Decision: Short Term Rental	6/16
• Historical Preservation	4. M/CC Review: Public Hearings (3-4)	6/16 – 9/16
• Parking	5. M/CC Decision: Adoption	10/16
• Land Use Designation		
• Cypress Area		
• Scale of Buildings		
• Transportation		
• Maintaining Local Control		

Responsibility: Community Development

ACTION: FINANCIAL POLICIES/LONG RANGE PLAN

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Public-Private Partnerships • Alternative Revenue Sources • Grant Opportunities • Service Collaboration • Alternatives for Service Delivery • Level of Service 	A. Financial Policy: Ongoing and Capital Investment	
	1. M/CC Review	5/16
	2. M/CC Decision: Adoption of Policies	6/16
	B. Long Range Plan: Fiscal Health Model with Scenarios/Projections	
	1. M/CC Review	6/16
	C. Priority-based Budget: Update, Alignment with Goals	
	1. M/CC Review	6/16
	D. Pensions/Employee Compensation: Update	
	1. M/CC Review	6/16
	E. Long Range Financial Plan (Service/Capital - 5 years)	
	1. Review Draft Plan	6/16
	2. M/CC Direction: Plan – Policy Goals	6/16
	3. Integrate Master Plan	6/16 – 2/17
	4. M/CC Decision: Adoption of Plan	3/17
	F. Fire Services/Staffing: Alternative Delivery Options	
	1. M/CC Presentation/Discussion of Options/Direction	6/16
	a. Status Quo: Preliminary Direction	
	b. City Investment	
c. Collaboration with Other Cities		
d. Contracting		
2. Explore use of Temporary County Fire Services	6/16	
3. Develop/Conduct Citizen Engagement Process	7/16 – 10/16	
4. Form Citizen Advisory Committee for Fire Service	7/16	
5. Complete County Fire Contracting Feasibility Study	10/16	
6. M/CC Decision: Direction	11/16	

Responsibility: Finance/Human Resources/Fire

ACTION: CARBON NEUTRALITY:

A. SHORT TERM IMPLEMENTATION

PRIORITY
<i>Policy – Top</i>

<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Time</i>
<ul style="list-style-type: none"> • Information to Residents • Technology Upgrade • Service Reliability • Schedules • Destinations • Real Time Data • Hours of Service • Working with other Cities • Local Shuttle • City Employee Incentives • Inter-Cities Task Force: • Education/Actions to Improve Services for Residents • Commuter Ferry: Electric/Pier Improvements • Ride Sharing • Funding Mechanism 	<p>(1) CCA</p> <ol style="list-style-type: none"> 1. Preparation of Report: Evaluation of Options <ol style="list-style-type: none"> a. Municipality b. Community c. Link to Financial Plan 2. M/CC Decision: Direction <p>(2) Solar Energy</p> <ol style="list-style-type: none"> 1. Budget: Capital Project for City Facilities <ol style="list-style-type: none"> a. \$450,000 b. Community Center Project 2. M/CC Decision: Budget Funding 3. M/CC Decision: Project Scope 4. Project Completion <p>(3) Library: Carbon Neutral Building</p> <ol style="list-style-type: none"> 1. Issue RFP: Needs Assessment Study (with L. A. County) 2. M/CC Award Contract for Needs Assessment 3. M/CC Progress Report 4. Completion: Report 5. M/CC Presentation/Decision <p>(4) Carbon Neutral Action Plan</p> <ol style="list-style-type: none"> 1. M/CC Implementation Update <p>(5) Transportation</p> <ol style="list-style-type: none"> 1. Public Education on Public Transit Options <ol style="list-style-type: none"> a. At Community Events b. Flyers Published by City – Everywhere 2. M/CC: Discussion of City Role in Transportation, Direction regarding Sub Committee for Formation and it’s Role/Staffing 3. Beach Cities Transit Evaluation and Enhancement Options 	<p>6/16 – 10/16</p> <p>12/16</p> <p>5/16</p> <p>6/16</p> <p>8/16</p> <p>3/17</p> <p>5/16</p> <p>7/16</p> <p>9/16</p> <p>10/16 – 12/16</p> <p>12/16</p> <p>7/16</p> <p>Ongoing</p> <p>10/16</p> <p>10/16</p>

Responsibility: Environment Programs

ACTION: CARBON NEUTRALITY:	A. SHORT TERM IMPLEMENTATION	PRIORITY
		<i>Policy – Top</i>
<i>(Continued)</i>		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	(6) Alternative Fuel Transportation	
	1. Explore Alternative Fuel Transportation Options	10/16
	2. Prepare Report	10/16
	3. M/CC Presentation: Report, Direction	11/16
Responsibility: Environmental Programs		

ACTION: CARBON NEUTRALITY: ACTIONS	B. PLANNING	PRIORITY
		<i>Policy – Top</i>
<i>(Continued)</i>		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	(1) General Plan: Carbon Neutral Goal (See General Plan)	
	(2) Carbon Neutral Task Force	
	<i>Purposes: to develop a specific plan with steps for both community and municipal Carbon Neutrality, including:</i>	
	➤ Investment/Capital	
	➤ Resident Actions	
	➤ Tax Incentives	
	➤ Renewable Energy Credit	
	1. M/CC: Formation/Purposes of Task Force	12/16
	2. M/CC: Membership	2/17
	3. Task Force: Completion of Report	6/17 – 9/17
	4. M/CC Presentation: Report	9/17
		TBD
Responsibility: City Manager		

ACTION: CITY INFRASTRUCTURE MASTER PLANS
**A. PAVEMENT MANAGEMENT/
 SIDEWALK PLAN**

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• PCI	1. Issue RFP	4/16
• Service Level	2. M/CC Decision: Award Contract	5/16
• Street Priority	3. Completion: Master Plan/PCI Index	11/16
• Relationship to Water/Sewer Improvements	4. M/CC Review/Decision: Adoption	1/17
• Number of Substandard Streets	5. M/CC Decision: Street Paving CIP Project – Pier Avenue	2/17
• Annual Funding Level for Acceptable Streets		
• Link to Financial Model		
• Grants for Streets		
• Cost Estimate		

Responsibility: Public Works

ACTION: CITY INFRASTRUCTURE MASTER PLANS

B. SEWER/STORMWATER ASSESSMENT

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Hermosa Beach Drainage • Water Quality • Stormwater Capture/Treatment - Demonstration Project • Permeable Surfaces • I & I • Specific Projects • Development Regulations • Specific Problem Areas • Flow into Inlet Analysis • System Capacity • Water Shed • Scope of RFP 	<ol style="list-style-type: none"> 1. Re-Issue RFP for Master Plan 2. M/CC Decision: Award Contract 3. Completion: Master Plan 4. M/CC Review/Decision: Adoption 	<p>6/16</p> <p>8/16</p> <p>2/17</p> <p>3/17</p>

Responsibility: Public Works

ACTION: CITY INFRASTRUCTURE MASTER PLANS
C. LIVING STREETS
(STREETS AND SIDEWALKS)

PRIORITY
<i>Policy – Top</i>

<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Time</i>
• Inventory Existing Conditions	1. Define RFP – Scope of Master Plan	12/16
• Sidewalk Connectivity	2. M/CC: Scope of Master Plan	1/17
• Dedicated Funding Source for Sidewalks	3. Issue	2/17
• Trip/Fall Incidents	4. M/CC Decision: Award Contract	3/17
• Grant Funding Opportunities	5. Complete Master Plan	8/17
• Condition Index Development/Rating System	6. M/CC Presentation: Master Plan	9/17
• Service Level		
• ADA Compliance		
• Impact of Trees		
• 8th Street Project		
• Alternative Modes of Transportation		
• Major Walking Corridors/Safe Routes to Schools: Limited Scope		
• Relationship to Street Improvements		
• Encroachment Issue on Sidewalks and ROW		
• Strand Condition		
• Dedicated Funding for Streets		
• Link to Bike Path and Racks		
• Grant Opportunities		
• Complete Streets Concept		
• Future Undergrounding of Utilities		
• Handicapped Accessibility		

Responsibility: Public Works/Environmental Programs

ACTION: CITY INFRASTRUCTURE MASTER PLANS
D. WATER QUALITY

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Pipes	1. M/CC Decision: Demonstration Project	6/16
• Water Quality	Beach North	
• Partnership with Other Cities	2. Advertise Beach Drive Project	8/16
• 2 nd Street/Greenbelt Project(s)	3. M/CC Update Report on Water Quality Program Feedback	9/16
• Best Practices – Santa Monica	4. 2 nd Street/Greenbelt Project	9/16
• Beach Drive: Pilot Project	5. Begin/Complete Beach Drive Project	11/16 – 4/17
• Retrofit Catch Basins	6. Complete CIP Project on Retrofit Catch Basins (40%)	12/16
• Undergrounding Utilities		

Responsibility: Environmental Programs/Public Works

ACTION: CITY BUILDINGS AND FACILITIES

PRIORITY
<i>Policy – Top</i>

**A. CITY FACILITIES: CIVIC CENTER –
POLICE, FIRE, CITY HALL, PUBLIC
WORKS**

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Benchmark with Other Cities • Space Needs • Building Needs • Library: Size and Location • Fire: Size and Location • Decision Making Model: Safety, Health Risk Carbon Neutrality • Relationship to General Plan • Facility Priority • Short Term Fire Improvements: Scope • Earthquake Risk • Location(s) • Civic Center Concept • Frontage on Pier Avenue • Parking at the Community Center • Deed Restrictions • City Hall: Link to Customer Service • Carbon Neutral Goal • Public Engagement • Clark Building Upgrades • Facilities of Opportunities: Clark Building and Community Theater as Revenue Generators 	<ol style="list-style-type: none"> 1. M/CC Overview Short Term: Direction and Actions Long Term: Direction on Scenarios and Plan Guidelines 2. Development: Scenarios on Facility Concepts with Cost Estimates 3. M/CC Decisions: Funding for Capital Projects <ol style="list-style-type: none"> a. Break Rooms b. Council Chambers 4. Refine Option, including Seismic Retrofit only of Existing Facilities 5. Form Advisory Citizen Committee 6. Provide input and refine option 7. Develop Mid Year Funding Options 8. M/Cc Decision: Mid Year Funding Direction on Plan 9. Begin plan implementation 	<p>5/16</p> <p>6/16 – 7/16</p> <p>6/16</p> <p>7/17</p> <p>10/16</p> <p>11/16</p> <p>12/16</p> <p>2/17</p> <p>4/17</p>

Responsibility: City Manager

ACTION: CITY BUILDINGS AND FACILITIES

B. BUILDINGS OF OPPORTUNITIES

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Project Scope • Public-Private Partnership Opportunities • Funding Options • Recommendations • Value to the Community • Children Theater Use • Senior Commission: Creation • Senior Facilities • Arts Commission: Creation • Revenue Generation: Potential, Projections • Role of City Government • Role of Hermosa Arts Foundation • Programming 	<ol style="list-style-type: none"> 1. M/CC Information: Theater/Clark Building Overview 2. Community Engagement Open House 3. Research/Education on Theater Options 4. Joint Meeting: M/CC, Parks & Recreation Commission <i>Purpose: Direction on Use/Goals of Theater and Clark Building, Potential Report, Direction</i> 5. Report on Theater Recommendations 6. M/CC Decision: Report, Direction 	<p>5/16</p> <p>5/16</p> <p>6/16</p> <p>7/16</p> <p>9/16</p> <p>10/16</p>

Responsibility: Parks and Recreation

**City of Hermosa Beach
Mayor and City Council Other Priorities
Action Outlines 2016**

ACTION: PACIFIC COAST HIGHWAY/AVIATION AVENUE MOBILITY/IMPROVEMENTS		PRIORITY
		<i>Other Priority</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Signage	1. M/CC Update Report	9/16
• Cosmetic Improvements	2. Initiate Traffic Study – Funding: PAED Metro/Caltrans	9/16
• Beautification Projects	3. Monthly Meetings: Task Force	Ongoing
• Caltrans: Commitment to Upgrade Sidewalks	4. Begin Installation: Entry Way Signs	10/16
• City Improvements: Lighting		
Responsibility: City Manager		

ACTION: DOWNTOWN REVITALIZATION		PRIORITY
		<i>Other Priority</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Parking Requirements	A. Parking Requirements 1. Planning Commission Review	12/16
• Aesthetics with Plaza: Trees, Beautification	2. M/CC Decision	1/17
• Funding for Projects	B. Downtown Enforcement 1. M/CC Update Report: Late Night Action Plan	11/16
• Lights on Pier/Loreto Plaza	C. 4th of July 1. M/CC Update Report	Completed
• Upcoming Projects: Public Private	D. Downtown Beautification 1. M/CC Update	9/16
• Downtown Shuttle for Skechers Employees	E. Review of Options for the Pier 1. M/CC Update	9/16
• Alternative Solutions to Parking Requirements	F. Review of Option to Improve Strand between 10 th and 14 th Streets	9/16
Responsibility: Economic Development		

ACTION: CODE ENFORCEMENT

PRIORITY
<i>Other Priority</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Level of Enforcement-Ticketing • Achieving Compliance • Service Level: Efficiency and Effectiveness • City Role and Actions • Condition Use Report • Staffing Level/Role of Police Officers • Short Term Rental • Smoking on Pier Plaza • Biking on the Strand • Drone Regulations • Stop Signs • Wrong Way Traffic • Focus on Public Safety Issues Less on Signs on Businesses • Roles/Responsibilities of Business Owners • Speeding • New Ordinance Enforcement – Fees/Processes 	<ol style="list-style-type: none"> 1. Police Chief Report 2. M/CC Budget Decision: Staffing for Enforcement 3. M/CC Decision: Short Rental Direction 4. M/CC Decision: Fees/Process for New Codes 5. M/CC Discussion/Direction: Policy Framework and Priority 	<p>Complete 6/16 6/16 7/16 9/16</p>

Responsibility: Police Chief

ACTION: MEET AND CONFER/MOU		PRIORITY
		<i>Other Priority</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Comprehensive Report, including Spreadsheet	4/16
	2. M/CC Open Meeting: Review of Comprehensive Report	5/16
	3. M/CC Closed Session: Direction	6/16
	4. Complete Negotiations	10/16
Responsibility: Finance		

ACTION: 8th STREET PROJECT		PRIORITY
		<i>Other Priority</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. M/CC Update: Direction, Design	6/16
	2. Construction	10/16 – 7/17
Responsibility: Public Works		

ACTION: ENCROACHMENTS		PRIORITY
		<i>Other Priority</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. M/CC Discussion/Direction	11/16
	2. Complete inventory of targets	5/17
	3. Complete legal assessment	5/17
	4. M/CC Presentation	6/17
Responsibility: City Attorney		

ACTION: BOARDS/COMMISSIONS REVIEW

PRIORITY
<i>Other Priority</i>

Key Issues

Activities/Milestones

Time

- | | |
|-----------------------------|------|
| 1. Review Purpose, Role | 2/17 |
| 2. Prepare Report | 3/17 |
| 3. M/CC Decision: Direction | 3/17 |

Responsibility: City Attorney

**City of Hermosa Beach
Policy Calendar 2016**

MONTH

May 2016

1. M/CC Decision: General Plan/Local Coastal Plan Grant Extension
2. M/CC Decision: Award Contract for PCI/Pavement Management Sidewalks/Plan
3. M/CC Presentation: Financial Policy – Ongoing and Capital Investment Review
4. M/CC Presentation: Overview of City Facilities Short Term and Long Term
5. M/CC Report: CNG Station at Corporate Yard
6. M/CC Open Meeting: Comprehensive Report on Employee Compensation

MONTH

June 2016

1. M/CC Decision: FY 2016 – 2017 Budget – Funding for Staffing Code Enforcement
2. M/CC Decision: Short Term Rental
3. M/CC Decision: Financial Policies – Ongoing and Capital Investment Adoption
4. M/CC Decision: Long Range Financial Plan – Policy Goals Direction
5. M/CC Decision: FY 2016 – 2017 Budget Funding for Solar Energy Project for City Facilities
6. M/CC Decision: Demonstration Project Beach North
7. M/CC Decision: FY 2016 – 2017 CIP Funding for City Hall Break Rooms and Council Chambers
8. M/CC Decision: Mayor and City Council Compensation
9. M/CC Decision: FY 2016 – 2017 Budget Community Clean Up Funding
10. M/CC Public Hearings: General Plan/Local Coastal Plan

MONTH

June 2016 *(Continued)*

11. M/CC Presentation: Long Range Plan – Fiscal Health Model
12. M/CC Presentation: Priority Based Budget
13. M/CC Presentation: Pension/Employee Compensation Update
14. M/CC Presentation: Fire Services/Staffing Alternative Delivery Options
15. M/CC Update Report: 8th Street Project
16. M/CC Update Report: Solid Waste Collection
17. M/CC Update Report: South Park Next Steps

MONTH

July 2016

1. M/CC Decision: Code Fees and Process for New Codes
2. M/CC Decision: Award Contract for Library Needs Assessment
3. M/CC Decision: User Fees Direction
4. M/CC Decision: Special Events Policy/Guidelines
5. M/CC Public Hearings: General Plan/Local Coastal Plan
6. M/CC/Parks and Recreation Commission Joint Meeting – Theater and Clark Building
7. M/CC Update Report: Carbon Neutral Action Plan

MONTH

August 2016

1. M/CC Decision: Award Contract for Sewer/Stormwater Assessment
2. M/CC Public Hearings: General Plan/Local Coastal Plan

MONTH

September 2016

1. M/CC Discussion/Decision: Code Enforcement Policy Framework and Priority
2. M/CC Decision: Commercial Use of Beach Policy/Regulations
3. M/CC Decision: Oil Settlement Direction
4. M/CC Decision: Council Procedural Manual
5. M/CC Public Hearings: General Plan/Local Coastal Plan
6. M/CC Update Report: Library – Carbon Neutral Building
7. M/CC Update Report: Water Quality Program
8. M/CC Update Report: Pacific Coast Highway/Aviation Avenue Mobility/Infrastructure

MONTH

October 2016

1. M/CC Decision: General Plan/Local Coastal Plan Adoption
2. M/CC Decision: Direction on Theater and Clark Building
3. M/CC Decision: Utility Rates
4. M/CC Discussion: Transportation – City Role, Direction Regarding Subcommittee Formation

MONTH

November 2016

1. M/CC Decision: Fire Services/Staffing Direction
2. M/CC Decision: Economic Incentives for Business Development Policy
3. M/CC Decision: Tourism Development/Chamber of Commerce Relationship
4. M/CC Presentation: Alternative Fuel Transportation Report
5. M/CC Decision: Encroachments Direction
6. M/CC Update Report: Late Night Action Plan

MONTH

December 2016

1. M/CC Decision: CCA Direction
2. M/CC Decision: Formation/Purposes of Carbon Neutrality Task Force
3. M/CC Presentation/Decision: Library – Carbon Neutral Building
4. M/CC Presentation/Decision: Pavement Management/Sidewalks Plan Adoption

MONTH

January 2017

1. M/CC Decision: Scope/Direction for Living Streets Master Plan
2. M/CC Decision: Parking Requirements
3. M/CC Decision: Cypress Avenue District Direction

MONTH

February 2017

1. M/CC Decision: Membership – Carbon Neutrality Task Force
2. M/CC Decision: Award Contract for Pier Avenue Project
3. M/CC Decision: Mid Year Funding for City Facilities

MONTH

March 2017

1. M/CC Decision: Long Range Financial Plan Adoption
2. M/CC Decision: Award Contract for Livings Streets Master Plan
3. M/CC Decision: Boards/Commissions Review – Direction
4. M/CC Decision: Citywide Filming Strategy/Policy
5. M/CC Review/Decision: Sewer/Stormwater Assessment Adoption

SECTION 7

GOVERNANCE: REFINEMENT

Mayor – Council Success Criteria

1. Collaborating to solve problems, and to creating the future community
2. Accomplishing defined projects and tasks
3. Having/using the Vision/Goals as the Mayor – Council deliberates
4. Addressing community input and using in decision making
5. Respecting each other: Mayor/Council, City Management and Employees
6. Agreeing to disagree, moving on to the next issue
7. Being mindful of Hermosa Beach as a diverse community
8. Looking for opportunities, thinking creatively, taking/supporting innovation actions
9. Being open to new ideas: each others, staff, community
10. Having short, effective meetings
11. Having a safe community
12. Moving the City forward
13. Having a sustainable community
14. Having cost-effective city government providing quality services

Mayor – Council Desired Image

1. Working as a Team: City, Mayor – Council
2. Respect for Others
3. Collaborating to Address Issues, to Solve Problems
4. Responsive to Community Needs
5. Open to Community Input
6. Support for City Staff
7. Focus on Governing – Apolitical
8. Listening to Ideas/Suggestions from Others
9. Advocacy for City
10. Ambassador for City with Passion
11. Thoughtful, Open Deliberations
12. Creative Thinking, Support for Innovative Actions
13. Effective, Efficient Use of Time
14. Embodiment of Hermosa Beach: Representing Community Values

Governance Guiding Principles Mayor and City Council City of Hermosa Beach

- 1. Respect others as we want to be respected: Councilmember, City Staff and Public.**
- 2. Listen with an open mind to others and strive to understand, before stating an opinion or judging.**
- 3. Work collaboratively as a “City Team”.**
- 4. After a majority vote, agree to disagree move on to the next issue.**
- 5. Represent the Council decisions and policy direction.**
- 6. Negotiate with each other; look for ways to common ground and compromise.**
- 7. Focus on the issue, avoid personal attacks and accusations**
- 8. Ok not to talk**

Mayor and City Council Protocols: Operating Guidelines for City Council and City Manager City of Hermosa Beach

Protocol 1	Simple Information
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- Contact Department Director or City Manager.
- If Department Director is contacted, copy City Manager.
- Department Head will contact City Manager.
- Council members should share expectations and your preferred form of communications.
- Acknowledge within 24 hours

Protocol 2	Council Requests
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Key Issues:

- A. Expectation immediate knowledge – let me check into it and get back to you with a complete answer
- B. Expectation immediate response – drop current work project and handle this request
- C. Responsiveness of Staff

Expectations:

- A. Share expectations and timeframe
- B. 24 hour acknowledge inquiry
- C. Inform on citizen request – do you want notification before or after action
- D. Staff response on questions goes to all Mayor and City Council

Action: Topic for Action

- Contact City Manager.
- Council may research a topic and bring information to the City Manager.
- If research requires more than 1 hour; the topic will be taken to Council for direction.
- Council can bring up topic during “Other Matters” for direction.
- Information reports may be shared with Council at the discretion of the City Attorney and City Manager.

Action: Citizen Service Request

A. First Contact

- Refer to City Manager and/or Department Head.
- Council members should share expectations of further communication on actions or city follow up
- Acknowledge within 24 hours

B. Unsatisfactory Contact

- Refer to City Manager.
- City Manager will inform Council on follow up actions by the City.

Protocol 3	Council Reports
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Key Issues:

- A. Report bias
- B. Complete reports with multiple options
- C. Recommendations
- D. Use of Decision Making Tool

Expectations:

- A. Options presented
- B. Council share concerns, issues and expectations without specific wording
- C. Present the context
- D. Have an open mind

Action: Topic for Action

- Link to vision, goals, mission and decision making tools
- Review “best practices” from other cities (similar cities)
- Provide thorough analysis
- Evaluate options and alternatives
- Objective Report
- Provide strong professional recommendation(s)
- Frame discussion topic/question
- Avoid lobbying through others

Protocol 4	Employee Contact
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A. Employee initiated

- Report contact to City Manager on topics: employment, management or policy direction.
- Refer employee to supervisor or Department Head.

B. Council initiated

- Social contact only.
- If a community issue of performance, contact the City Manager and not direct the City employee.

Protocol 5	Email Guidelines
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- Communication from Council to Council majority sent to Clerk.
- For private communications, Council should use phone or personal email address.
- Avoid "Reply to All".
- Use FYI for share information no reply.
- Hermosa Beach address is a public record.
- No weekend email needed, unless an emergency situation.

Protocol 6	New Ideas
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- Contact City Manager.

Protocol 7	Commission Communications
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- Commission communications is through responsible Department Director.

Protocol 8	Spokesperson on City Matters
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- Official communication (including press release) through the Public Information Officer; Tested Mayor/Pro Tem.
- Mayor and City Manager reflect the City Policy
- Circulate to Councilmembers

Protocol 9	Performance Problem
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- Go to the City Manager
- Avoid discussion at Council meeting

Protocol 10	Communications: Council and Staff
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- City Manager will share the same information at the same time with all Councilmembers.
- City Manager will use Council as a resource.
- City Council and staff should avoid surprises or last minute items/information.
- City Manager should inform Councilmember on topic of potential impact.

Protocol 11	Agenda Process
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- A. Placing an item
 - Contact City Manager
 - Place on “Other Matter” for Council direction.
 - Two Councilmembers will determine the placement on a future Council agenda for initial discussion with brief staff report. (1 page)
- B. Question on item
 - Contact (email or call) Department Director, with a copy to City Manager.
 - Presentation will incorporate the questions.
 - Information will be shared with all Councilmembers.
- C. Agenda Preview
 - Identify topics for next Council agenda.
- D. The City Manager will review the Council meeting agenda with the Mayor and Mayor ProTem

Protocol 12	Council Agenda
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Key Issues:

- A. Items on “Consent Agenda”
- B. Minutes
- C. Pulling a number of items

Criteria for Consent Agenda Item:

- A. Routine item requiring Council action
- B. Items in approved budget
- C. Items with prior Council decision or direction
- D. Items with no public input
- E. Expenditure threshold: \$100,000

Action: When pulling an item from the Consent Agenda

- 1. Pull item.
- 2. State reason for pulling item.
- 3. If opposed to item, comment on the item and your position. Item will not be pulled, but your opposition is noted in the minutes – a “No” vote.
- 4. Written comments may be submitted on Consent Agenda items.
- 5. Pulled items will be referred to “Other Matters” on the Agenda.

Protocol 13	Council Meetings - Management
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Key Issues:

- A. Long meeting going late into the night, early morning
- B. Long agendas
- C. Actual meetings starting after 9 pm
- D. Overload study sessions
- E. Recycling, repetitive Council comments
- F. Pulling items from "Consent Agenda"
- G. Need an additional meeting?

Suggestions:

- A. City Manager 1 on 1 meetings to discuss agenda, respond to questions
- B. Start public hearing at designated times
- C. Limit "Recognitions and Presentations" to 3 (10 minutes each)
- D. Public input
 - 1. Have public sign up
 - 2. Have next speaker identified as "queued" up
 - 3. Avoid commenting or engaging the public
 - 4. Split comments on Agenda Items Early; and General Comments at the end of the meeting
 - 5. Limit speakers: 2 minutes
- E. Council comments and discussion focus on the issues
- F. Follow Roberts Rules
- G. Council comments: Time
- H. Mayor summarizes before action

Actions:

- A. Use first names at the Council meeting
- B. Allow brief discussion before making the motion
- C. Ask questions before the Council meeting
- D. Public input: have individual sign in after presentation; be ready to speak; 3 minutes to speak
- E. Council Presentations: avoid reading reports or overheads
- F. Brief staff/consultant presentation (10 minutes); 1 minute for announcing events
- G. Discourage applause, boos or emotional reactions
- H. Clarifying direction from Mayor at end of discussion, before the vote
- I. Designate time for hearings

Protocol 14	Study Session
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Key Issues:

- A. Adequate time for Council discussion
- B. Feeling “rushed” with time deadline
- C. Providing clarity of direction to City Staff

Suggestions:

- A. Separate Study Session from Council Meeting – 1st Wednesday, 6 – 9 pm
- B. Staff provides complete reports prior to meeting
- C. Mayor and Council read reports
- D. Staff Brief Presentation with identified questions needing direction
- E. Limit topics (1 – 3)

Actions:

- A. Separate Study Session (7 pm – 9 pm)
- B. Quarterly or as needed
- C. Limited topics
- D. Time for Council discussion
- E. Brief Presentation
- F. Background material sent to Mayor – Council ahead of meeting

Protocol 15	Meeting Minutes
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Key Issues:

- A. Action Minutes or Transcript

Suggestions:

- A. Name of presenters
- B. Brief sentence: comment, summary, and position
- C. Avoid significant time impact on Staff

Actions:

- A. Time stamp on agenda
- B. Maintain Action Minutes

Protocol 16	City Bidding and RFP Process
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Key Issues:

- A. Efficient process
- B. Systematic approach to recurring contracts
- C. "Best qualified" contract
- D. 3 – 5 year renewals
- E. Competitive prices
- F. More transparency process
- G. Length of RFP process

Actions:

- A. Notification to Mayor – Council of upcoming contract
- B. Avoid surprises

Protocol 17	City Manager Notification
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The City Manager will inform Mayor – City Council through: e-mail
Mayor – Council Reports