

STRATEGIC PLAN

2016 → 2021 → 2031



Hermosa Beach, California
May 2016



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STRATEGIC PLANNING FOR THE CITY OF HERMOSA BEACH

Strategic Planning Model for the City of Hermosa Beach

Value-based principles that
describe the preferred
future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus
outcome-base objectives and
potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work
program: policy agenda for
Mayor and Council,
management agenda for staff;
major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the
responsibility of City
government and frame the
primary services – core service
businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define
performance standards and
expectations for employees

CORE BELIEFS

Fuel
“The Right People”

HERMOSA BEACH VISION 2031

Hermosa Beach Vision 2031

HERMOSA BEACH 2031: IT IS...

OUR SMALL BEACH TOWN ⁽¹⁾

OUR DISTINCT HOMETOWN SPIRIT ⁽²⁾

OUR PRESERVATION OF OUR WAY OF LIFE ⁽³⁾

OUR ECLECTIC COMMUNITY ⁽⁴⁾

OUR FAMILY FRIENDLY COMMUNITY ⁽⁵⁾

**OUR COMMITMENT TO ENVIRONMENTAL
SUSTAINABILITY AND CARBON NEUTRALITY ⁽⁶⁾**

Hermosa Beach Vision 2031

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 DOWNTOWN

► **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

HERMOSA BEACH CITY GOVERNMENT: MISSION AND SERVICES

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⁾.

Hermosa Beach City Government: Our Mission

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 STATEMENT

► 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

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

VALUE 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

**SHORT TERM 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
9. Connecting with the Hermosa Beach community
10. Community demand for transparency

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Developing innovative programs to create a safe community
2. Interdepartmental cooperation and collaboration among all City departments for community safety programs and issues
3. Environmental and building designs for safety
4. Police use of cameras including guidelines and storage/retrieval
5. Intercity collaboration on public safety services, facilities, programs

OTHER POLICY ACTION PRIORITIES 2016

1. Code Enforcement

MANAGEMENT ACTIONS 2016

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

POLICY ACTIONS IN PROGRESS 2016

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

MANAGEMENT IN PROGRESS 2016

1. Police Community Calendar: Implementation
2. Emergency Operations Plan: Update, Training
 - A. Plan: Update
 - B. 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

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

VALUE 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

**SHORT TERM 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

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Determining City policy on how to pay for City services
2. Helping residents to understand and appreciate City finances, services and value
3. State of California and their actions impacting or supporting City services and finances, including new prevailing wage law impact on City projects
4. Developing innovative approaches to City service delivery
5. Paying for carbon offsets
6. Staffing and organizational capacity with increasing service demands
7. Increased competition and competing interests for limited grant

POLICY ACTIONS 2016

PRIORITY

1. City Infrastructure Master Plan
 - 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

Top Priority

Top Priority

POLICY ACTIONS IN PROGRESS 2016

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

MANAGEMENT ACTIONS 2016

1. Priority Based Budget
2. User Fee Study
 - Completion
 - Decision: Direction, Adoption
3. Special Events Policy/Guidelines: Council Decision
4. Health Insurance Modification

MANAGEMENT IN PROGRESS 2016

1. Fleet Replacement Policies: Implementation
2. Fiscal Health: Live Model
3. Citywide Document Imaging
 - A. Direction
 - B. Implementation
4. eMeeting/Paperless Agenda: Planning Commission
5. Gov – INVEST: Pensions
6. Eden Systems Purchase Orders for All Departments
7. Open Gov – Fiscal Transparency Software
8. Online Parking Permits
9. New Animal License System
10. Grants Opportunities

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

VALUE 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

**SHORT TERM 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

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Cost and funding of technology upgrades
2. Employee expectations for salaries and benefits
3. Retaining top quality employees
4. Limited promotional opportunities
5. Effectively, appropriately engaging residents in policy development
6. Communicating and engaging community stakeholders
7. Working with other governmental partners on infrastructure and service delivery
8. Aging City workforce and succession
9. 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

PRIORITY

Top Priority

OTHER POLICY ACTION PRIORITIES 2016

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

POLICY ACTIONS IN PROGRESS 2016

1. Community Decision Tool: Use

MANAGEMENT ACTIONS 2016

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

MANAGEMENT IN PROGRESS 2016

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

MAJOR PROJECTS 2016

1. Street Sharrows: Monterrey
2. Council Chamber Improvements – Audio Visual
3. Street Improvement Program: Pier Avenue
4. Parks Beautification

ON THE HORIZON 2017 – 2021

1. National Citizens Survey
2. Master Plan for Parks
3. Succession Planning and Process
4. Code of Ethics: Development
5. Trash Enclosures: Long Term Direction
6. Parking at City Hall: Evaluation Report, Direction
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

VALUE 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

**SHORT TERM 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

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

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

POLICY ACTIONS 2016

PRIORITY

1. General Plan/Local Coastal Program –
Blueprint for a Low Carbon Future
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

Top Priority

Top Priority

POLICY ACTIONS IN PROGRESS 2016

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

OTHER POLICY ACTION PRIORITIES 2016

1. 28th Street Project
2. Encroachments

MANAGEMENT IN PROGRESS 2016

1. Before/After School Program
2. 4th of July Holiday
3. Electric Vehicle Car Pool/Employee Commute Incentives
4. Single Use Bag Policy: Implementation
5. Sea Level Adaption Action Plan

MAJOR PROJECTS 2016

1. Citywide Conservation Upgrades: Street Lights to LED
2. Protective Bollards on Strand
3. Clark Field and Lawn Bowling Electric Energy Efficiency: Update
4. Restrooms Upgrade
 - Clark Field
 - Fort Lots-o-Fun
 - Seaview
5. ADA Upgrade: Hermosa Strand at 35th Street and Beach/Water Access
6. Review and Monitor Major Private Projects in Neighboring Communities

ON THE HORIZON 2017 – 2021

1. Bike Sharing: Direction
2. Gould Avenue Complete Streets Improvements
3. Bike Path Master Plan/Improvements: Project Priority, Funding
4. 11th Street/Lot “A” Guidelines, Negotiation with Developers
5. Free Parking for Electric Vehicles
6. Community Solar Energy
7. Green Businesses and Job Development Policy and Actions
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

VALUE 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

**SHORT TERM 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

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Working with Coastal Commission
2. Working with property owners and businesses
3. Competition from neighboring cities: hotel, retail, restaurants, and entertainment
4. Few funding options for redevelopment – EIFD
5. 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

MANAGEMENT ACTIONS 2016

1. Trans Pacific Fiber Optic Cable
2. Citywide Filming Strategy/Policy: Council Decision
3. Hope Chapel Site Development
4. Skecher Development

MANAGEMENT IN PROGRESS 2016

1. Smoking Enforcement on Plaza
2. Web Based Business: Website Upgrade
3. Economic Development Work Group

MAJOR PROJECTS 2016

1. Plaza Granite Cubes and Tile Removal
2. Pier Plaza Enhancements
 - Tree Wheel Grates
 - Benches
 - Lights
 - Kiosks
 - Signage: Revamp
 - Bollards
 - Bike Racks

ON THE HORIZON 2016 – 2021

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

CITY OF HERMOSA BEACH ACTION AGENDA 2016

City of Hermosa Beach Policy Agenda 2016

POLICY ACTIONS

General Plan/Local Coastal Plan

Financial Policies/Long Range Plan

Carbon Neutrality: Short Term Actions

City Infrastructure Master Plans

City Buildings and Facilities

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 Policy Actions in Progress 2016

Community Policing Action Plan

Crime Prevention through Environmental Design

Mayor and City Council: Compensation

Oil Settlement: Direction

Community Decision Tool: Use

Short Term Rental Policy

Community Clean Up Strategy/Funding: Council Decision

Local Arts Events: Film/Music

South Park

Utility Rate: Council Decision

Low Impact Development Ordinances Update: Council Decision

Major Project Participation

Economic Incentives for Business Development Policy: Council Decision

Tourism Development/Chamber of Commerce Relationship: Council Decision

Business Incubator Space: Council Decision
Cypress Avenue District Direction: Council Decision
Hotel Development
Family Friendly Entertainment and Business Opportunities

City of Hermosa Beach Major Projects 2016

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

City of Hermosa Beach Management Actions 2016

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

Police Community Calendar: Implementation

Emergency Operations Plan: Update, Training

Crime Analysis: Refinement

Safety Fair

Bikes/Electric Bikes Parking and Speeding

Downtown Police Unit: Implementation

Late Night Action Plan: Update Reports

Multi Hazards Mitigation Plan: Development

Fire Medical Director

Construction Fences: Appearance and Personal Injury

Volunteer Police Program: Recruitment

Fleet Replacement Polices: Implementation

Fiscal Health: Live Model

Citywide Document Imaging

eMeeting/Paperless Agenda: Planning Commission

Gov – INVEST: Pensions

Eden Systems Purchase Orders for All Departments

Open Gov – Fiscal Transparency Software
Online Parking Permits
New Animal License System
Grants Opportunities
Part-Time Employees Recognition
Volunteers Recognition Program
Solid Waste Collection: Update Report
Sewer Hydro Jetting Contract: Completion
Land and Asset Management Software
Council Procedural Manual
City Intern Program
Employee Appreciation Program: Enhancements
High Performance Organization: Leadership Philosophy, Report to Council
New Training System for Part-Time Employees
Before/After School Program
4th of July Holiday
Electric Vehicle Car Pool/Employee Commute Incentives
Single Use Bag Policy: Implementation
Sea Level Adaption Action Plan
Smoking Enforcement on Plaza
Web Based Business: Website Upgrade
Economic Development Work Group