

2016 Department Work Plans City Clerk Work Plan

Mission: The Office of the City Clerk is dedicated to the provision of excellent service to the public, City staff, and the City Council; and strives to provide timely and accurate responses to all inquiries and requests for public information and records.

Goal 1: Prepare and coordinate all processes related to a successful General Municipal Election 2017					
SPECIFIC OBJECTIVE: There will be 2 seats on City Council, City Treasurer and a Ballot Measure scheduled for March 7, 2017 general municipal election. Concurrent dynamics introduced with this election cycle are the advent of SB415 "Voter Participation" Law, and the potential of L.A. County calling a special election that coincides with our election; Council elected to consolidate. Key Action steps reflect these adjustments.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Reports to Council; adopting appropriate resolutions	Q3/Q4 2016	High	\$40,900*	Kroneberger	*All election-related expenses are budgeted for the March 7, 2017 General Municipal Election; FY16-17
Prepare comprehensive Nomination Guide and Forms for potential candidates	Q4 2016	High		Kroneberger	
Attend election law update seminar	Q4 2016	High		Kroneberger	
Engage and coordinate with the Los Angeles County Registrar and the consultant firm of Martin & Chapman	Q3/Q4 2016 Q1 2017	High		Kroneberger	Obtain necessary supplies and services to comply with applicable election laws and practices
Public Outreach	Q3/Q4 2016 Q1 2017	High		Kroneberger	Utilize website, newsletters and other forms of community outreach to educate and inform
Candidate Orientation	Q4 2016	High		Kroneberger	A comprehensive guide is prepared for qualified nominated candidates. Orientation coordinated with City Manager and City Attorney's office shall be scheduled upon close of Nomination period.
Candidate and Committee FPPC Compliance/Tracking	2017	High		Kroneberger	Provide assistance with reporting requirements for the Fair Political Practices Commission
Certification of Election Results/Canvass & Coordinate Council Reorganization	Q1/Q2 2017	High		Kroneberger	The City Clerk will work with the LA County Registrar.

SB 415 "California Voter Participation Rights Act" Implementation - Ordinance	Q4 2016			Kroneberger, City Attorney	Council directed staff to return with ordinance to consolidate elections with statewide elections effective November 2020 . Mailing to all registered voters required within 30 days the ordinance becomes operative (upon County approval). The FY16-17 election budget will accommodate mailing expenses; coordinated through Martin & Chapman.
Implement SB415.	Q1 2019	Medium		Kroneberger	With advent of different agenda cycle, adjust schedules/calendar for preparation and implementation of GME 11/2020 Election from March to November.
Goal 2: Improve Public Meeting Process/Citizen Engagement					
SPECIFIC OBJECTIVE: Support technologies and practices that allow better public access and participation in City meetings and activities.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Complete public reference guide for City meeting attendees	Q2 2017	Medium		Kroneberger	Public tutorial reference card describing public meeting process
Website tutorial video to educate and encourage participation in public meetings	Q3 2017	Medium		Kroneberger, Dahlerbruch, Wu, and City Attorney	Develop script for production of website tutorial video that comprehensively explains City Clerk functions, the agenda process, how a meeting is run, and opportunities for public input along with website/citizen engagement.
Goal 3: Furthering Paperless Agendas					
SPECIFIC OBJECTIVE: To lower costs, increase transparency and reduce staff time for creating and managing agenda packet preparation.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Develop plan to implement paperless agenda packets for Traffic Safety Committee and Parklands Committee	Q2 2017	High	Not Budgeted	Kroneberger, Dept. heads	Consider Loan or Purchase of iPads for the Parklands Committee and Traffic Safety Committee members' use; not currently budgeted. Investment approximately \$6-12K; will present for Council consideration FY17-18

Goal 4: Enhance Website Presence of City Clerk Department

SPECIFIC OBJECTIVE: Optimizing the Clerk’s online presence through up-to-date dissemination of public information through its website, social Media accounts, and other electronic Media outlets.

Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Develop a comprehensive Public Records web page.	Q3 2017	High		Kroneberger, Wu	Add commonly requested City records online to reduce public records requests
Evaluate other cities websites to determine best practices for public access to review public records	Q2 2017	Medium		Kroneberger.	Internal Study - Enlist assistance through list serve for records series included on other municipal websites e.g., contracts, resolutions, public notices. May enlist the assistance of an intern.

Goal 5: Enhance City-wide Records Management Program

SPECIFIC OBJECTIVE: To improve records management activities for the creation, receipt, maintenance, use and disposal of records.

Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Develop and lead a City-wide Records Committee which will meet regularly - to include: <ul style="list-style-type: none"> - Reduce backlog of scanning/importing records into records management database - discuss the potential for outsourcing scanning documents (source quotes to determine feasibility) - Implement additional Questys licenses for City departments to enhance independent research capability - Questys database intensive training to utilize the software to its full potential - Quarterly records review for disposition of records – retain or destroy - Work with City Consultant 	Q1 2017 & Continuous	High		Kroneberger, Office Specialist	Outsourcing of certain functions to implement a comprehensive records program has budget implications that have not been identified or budgeted to date. Staff will present options to Administrative Management and City Council beginning FY17-18. May contract with a software provider.

regarding retention/destruction of digital records					
Review and update Subject Files; work with City Consultant and City Attorney to determine feasibility and/or value of retention of certain records for historical reference, destruction and/or scanning	Q4 2017	Medium		Kroneberger, City Attorney, Office Specialist	May work with a consultant.
Goal 6: Provide consistent, high quality service from the City Clerk's Office					
SPECIFIC OBJECTIVE: To seek opportunities for refining, updating and enhancing the services provided by the City Clerk's Office.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Develop/assign additional duties within scope of City Reception and Office Specialist classifications to assist City Clerk Department maintain comprehensive and timely recordkeeping	Q2 2017	High		Kroneberger, Bañales	Implementation of VoiP (voice over internet protocol) telephone system will reduce workload associated with telephone system allowing staff to assume additional responsibilities.
Conduct regular City Clerk Team meetings (Office Specialist and Reception)	Ongoing - Monthly			Kroneberger	
Develop a cross-training curriculum for City Clerk Department	Q3 2017			Kroneberger	
Obtain Master Municipal Clerk (MMC) designation	Q4 2017			Kroneberger	Submit application to IIMC to determine status and to identify next steps, if needed.
Contract Management/Tracking System – centralize tracking mechanism for City Contracts	Q1 2017 and ongoing			Kroneberger, Dept. heads	Expand tracking system to include terms/expiration, insurance certificates and other compliance
Develop an enhanced City Clerk curriculum for 2017 Citizens' Academy	Q2 2017	Medium		Kroneberger	
Further presence/training as a member of City Management or Logistics Unit of City EOC plan	Continuous			Kroneberger	

Budget Preparation/Tracking - Continuing Education	Continuous 2016-2017			Kroneberger, Downs, Bañales	Pursue further training to enhance knowledge of methods and processes related to budget planning to address City Clerk departmental needs and to implement initiatives in cost effective and timely manner.
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Goal 7: Public Records Act Request Tracking System Implementation

SPECIFIC OBJECTIVE: To facilitate compliance with the California Public Records Act and to assist public access to information maintained by the City.

Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Develop a Public Records Request tracking system	Q3 2017	High		Kroneberger	Development of a comprehensive log/searchable database, department(s) involved, sourcing/storage of documents, and disposition.

Goal 8: Career Development/Continuing Education, and Advancing City Clerk Presence in Municipal Community

SPECIFIC OBJECTIVE: To achieve professional development to maintain a high degree of knowledge and skills.

Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Obtain Master Municipal Clerk (MMC) designation	Q4 2017			Kroneberger	Submit application to IIMC to determine status of requirements met, and identify next steps, if needed.
Attend and actively participate in South California City Clerks Association, International Institute of Municipal Clerks, League of California Cities, and CJPIA Meetings and Educational Workshops	Continuous	Medium		Kroneberger, Office Specialist	
Consider leadership role and/or run for office – Southern California City Clerks Association	Q4 2017	Medium		Kroneberger	

Administrative Analyst Work Plan

Mission: To release accurate and timely public information, particularly regarding public safety, protection, emergencies as well as the day-to-day activities of the City of Palos Verdes Estates.

Goal 1: Connectivity					
SPECIFIC OBJECTIVE: Support technologies that allows City employees to provide better customer service and residents to have better access to City resources and services.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Research creation of a mobile app for work orders	Q3 2017	Medium	n/a	Wu, Rukavina	Projection of budget to be determined.
Research online payment processes for business licenses	Q2 2017	Medium	n/a	Wu, Downs	Projection of budget to be determined.
Research processing systems for permit applications	Q3 2017	Medium	n/a	Wu, Repp-Loadsman, Rukavina	Projection of budget to be determined.
Publicize live streaming of City Council meeting and how citizens can access post-meeting recordings.	Continuous	Low	0	Wu, Kroneberger	
Explore informational delivery systems for Code Enforcement to communicate the City Code policies and track violations to deliver professional and consistent service delivery.	Q1 2017	Low	n/a	Wu, Hall, Repp-Loadsman	A new system will need to be able to work with existing system. Projection of budget to be determined.
Goal 2: Governmental Relations					
SPECIFIC OBJECTIVE: Advise City officials and staff of public policies that may affect the City of Palos Verdes Estates.					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Monitor county, state, and federal legislation	Continuous	Medium	0	Wu, Dahlerbruch	
Develop written reports, articles, and correspondence	Continuous	Medium	0	Wu, Dahlerbruch	
Prepare letters of support and opposition on legislation.	Continuous	Medium	0	Wu	City Council will provide direction to staff and sign off on letters.

Conduct legislative analyses to determine local impact	Continuous	Medium	0	Wu	The Administrative Analyst will work with local, state, and federal organizations.
Goal 3: Communications					
SPECIFIC OBJECTIVE: Develop and create programs which promote the City of Palos Verdes Estates.					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Work directly with Media, public agencies, etc.	Continuous	High	0	Wu	The City Manager will remain as the lead City representative to Media outlets.
Create city publications such as newsletters	Quarterly	High	10,000	Wu, Dept. heads	The Administrative Analyst also works with a designer and printer in the development and delivery of the newsletter to residents.
Design communication pieces	Continuous	Low	0	Wu	Communication pieces are created on an as-needed basis to communicate information to the public. The Wolcott Company provides consultative services.
Develop communications and crisis communications plans	Q2 2017	High	0	Wu	
Develop Media training for staff, PD, and commissioners	Q3 2017	Medium	0	Wu, Banales	
Prepare and send out weekly update communication	Continuous	Low	0	Wu, Dahlerbruch, Dept. heads	
Research and implement methods to streamline production and distribution of the newsletter.	Q1 2017	Low	TBD	Wu	
Create an emergency information page to be turned on in the event of a large scale natural disaster	Q4 2016	Medium	0	Wu, Kepley, Rukavina	
Create Weekly City Manager messages	Q4 2016	Medium	0	Wu, Dahlerbruch	Internal and external.
Update Resident Handbook	Q4 2017	Low	n/a	Wu, Kroneberger	Projected budget to be determined.

Goal 4: Permit Policies and Procedures					
SPECIFIC OBJECTIVE: To create a memorable experience for residents and visitors that is both safe and enjoyable.					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Update permit process and guidelines for permits such as special events, block parties, etc.	Q2 2017	High	0	Wu, Banales, Rukavina, Hall, Tepus	Evaluate risk management for insurance and public safety.
Prepare new permit ordinance for City Council review for permits such as special events, block parties, etc.	Q3 2017	High	0	Wu, Kroneberger	
Goal 5: Online Presence					
SPECIFIC OBJECTIVE: Optimizing the City's online presence through up-to-date dissemination of public information through its website, social Media accounts, and other electronic Media outlets.					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Update departmental pages on website	Quarterly	Medium	0	Wu, Dept. heads	Participation in trainings provided by the website host is critical.
Conduct social Media and website audits	Quarterly	Low	0	Wu	Funding may be available to obtain paid marketing and sponsored posts.
Develop digital engagement strategy	Continuous	Medium	0	Wu	
Train employees on smart e-mail practices	Q3 2017	Medium	0	Wu, Banales	May determine whether an in-person or webinar recording is appropriate to train employees.
OpenGov implemented	Q4 2017	Low	0	Wu, Downs	
Continue presence on social Media and expand contributing staff members.	Continuous	Low	0	Wu, Dept. heads	
Goal 6: Civic Engagement					
SPECIFIC OBJECTIVE: To foster a culture of civic engagement through community involvement, services, governance, public impact, capacity building, and inclusion.					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Provide administrative support to the Fire and Paramedic Services Funding Committee	Q1 2017	High	0	Wu, Downs	City staff are limited to a purely educational role and cannot participate in any form of advocacy.

Coordinate the Citizens Academy	April – July, annually	High		Wu, Repp Loadsman, Dept. heads	
Increase community and neighborhood involvement by providing public information	Continuous	High	0	Wu	This can be accomplished by identifying sources of information residents use and preparing public information pieces.
Goal 7: Community Relations					
SPECIFIC OBJECTIVE: To foster a culture of civic engagement through community involvement, services, governance, public impact, capacity building, and inclusion.					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Continue staff and City Council involvement in outside organizations and committees.	Continuous	High	0	Wu, Dahlerbruch	To represent the City in matters of interest to the City such as regional boards, conferences, etc.
Continue participating in speaking engagements to promote the City and its services.	Continuous	High	0	Wu, Dept. heads	To encourage staff participation in public meetings with organizations such as homeowners associations, parent-teacher associations, etc.
Continue partnership development and maintenance of relationships with government agencies, non-profit organizations, and other entities.	Continuous	High	0	Wu, Dahlerbruch	

Human Resources Work Plan

Mission: To create a Human Resources office that provides a positive experience for anyone that visits, collaborate with departments to recruit, develop, support, and retain diverse and talented employees who are essential to PVE's reputation and success.

Goal 1: Positive Experience					
SPECIFIC OBJECTIVE: Maintain an open door policy for employees, to think outside the box on hosting employee only events, and promote collaboration and team building by including Police and City Hall staff					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Collaborate with Fun Committee	Q3 2016	Low		Committee	
HR Newsletter	Q3 2016	Medium		Bañales	
Support the on-going updates of employee photos	Continuous	Low		Bañales	
Conduct workstation visits	Continuous	High		Bañales	
Goal 2: Recruitment					
SPECIFIC OBJECTIVE: Recruit top talent with effective recruitment strategies, efficient recruitment processes, and promote the City's benefits package					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Streamline Recruitment Process	Q2 2017	Low		Bañales	Maximize Neo Gov product or other
Seek Alternative posting sites	Continuous	Medium		Bañales	
Goal 3: HR Modules					
SPECIFIC OBJECTIVE: Establish an HR self-service program directly related to benefits through the use of ADP & City website					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Implement 457 Loan Program	Q2 2017	Low		Bañales	
Create HR Module on ADP Workforce	Q4 2016	High		Bañales, Downs	In progress
Intern Program	Q3 2016	Medium		Bañales	Complete

Goal 4: Organizational Development					
SPECIFIC OBJECTIVE: Expanding the knowledge and effectiveness of current employees through trainings, workshops, and collaboration					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Collaborate with Liebert Cassidy Whitmore, California Joint Powers Insurance Authority, CalPERS and other organizations to provide education and training as it relates to City policies, procedures, mandated state/federal training and their particular job.	Continuous	High		Bañales	
Develop self-actualized and empowered team environment as the City's workforce.	Continuous	Medium		Bañales	
Implement, facilitate or promote the recommendations of the CJPIA "Loss Cap" report	Continuous	High		Bañales	Will work with partnership with the California Joint Powers Insurance Authority.
Implement <i>Employee Training Calendar</i> created from collaboration and planning by employees	Continuous	Medium		Bañales	
Develop succession plan	Q2 2017	High		Bañales	
Goal 5: Risk Management					
SPECIFIC OBJECTIVE: To put in place the policies, common processes, competencies, accountabilities, reporting and enabling technology to manage key risks					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Identify compliance issues for ADA and Fair Labor Standards Act requirements, collaborate and consult for removing those barriers, reduce workers' compensation claims and occurrences and close property claims brought against the City.	Continuous	High		Bañales	
Host Risk Committee Meetings	Q1 2017	High		Bañales	
Close open claims and be current on claim processing	Continuous	Medium		Bañales, Downs, Rukavina	
Serve as the City's ADA representative	Continuous	High		Bañales	Consultation with CJPIA

Goal 6: Employment Relations

SPECIFIC OBJECTIVE: To maintain an employer-employee relationship that contributes to efficient and consistent resolution of issues, satisfactory productivity, and successful performance.

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Review and analyze City policies and procedures to remain current with State and Federal Laws,	Continuous	Medium		Bañales	
Ensure benefits closely align with City initiatives	Continuous	Medium		Bañales	
Participate and support successful negotiations with Police Officers Association and Public Service Employees before end of agreement on July 2017.	Q2 2017	High		Bañales	Will work with Liebert Cassidy Whitmore.
Conduct Classification and Compensation Study	Q2 2017	High		Bañales	
Conduct a comparative analysis and prepare recommendations for alternatives for existing tuition reimbursement benefit	Q4 2016	High		Bañales	

Finance Department Work Plan

Mission: In a spirit of excellence, integrity, and dedication, the Finance Department is committed to providing timely, accurate, clear and complete information and support to other city departments, citizens, and the community at large while safeguarding the assets of the City.

Goal 1: Improve Service Delivery					
SPECIFIC OBJECTIVE: Sustain and improve the delivery of cost effective and efficient services, including public safety, to the citizens of Palos Verdes Estates and our visitors.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Update and Digitize Internal and External Forms	Q4 2016	Medium		Repp Loadsman, Downs, Kroneberger	To improve and modernize forms for greater ease of use and improve efficiency
Complete Budget Document	Q4 2016	High		Downs, Coonan	To improve community members access to financial information
On-line Payments	Q3 2017	High		Downs, Coonan	To improve convenience and efficiency
Goal 2: Improve Civic Engagement					
SPECIFIC OBJECTIVE: To improve the communications with external stake holders utilizing a variety of communication tools and formats to communicate our mission and values, and engage our citizens and strengthen citizen trust.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Finance- OpenGov Portal	Q3 2017	Medium	6,000	Downs	To improve the visibility of the City's budgets and financial data by modeling and presenting it in a user-friendly and interactive manner.

Goal 3: Improve Communication Internal/External					
SPECIFIC OBJECTIVE: To improve communications with both internal and external stake holders utilizing a variety of communication tools and formats to communicate our mission and values, and engage our citizens and fellow employees in the decisions of the City.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Provide accounts payable classes to improve staff understanding and submittal of documents	Q2 2017	Medium		Downs, French	
Provide ongoing training and support of Department Directors for budget preparation	Q1 2017	High		Downs, Coonan	
Facilitate workshops with City Council to enhance understanding of budget process	Q2 2017	High		Downs	
Provide read only access and training to the City's financial system for the Directors and key staff to improve monitoring of departmental budgets	Q2 2017	Medium		Downs, Coonan	
Goal 4: Improve Financial Sustainability					
SPECIFIC OBJECTIVE: To improve the core financial operations and CIP by seeking continuous improvements in the accounting, budgeting and reporting operations for the benefit of both internal and external stake holders.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Budgets:					
Creation and implementation of a Parklands Fund	Q4 2016	High		Downs, Coonan	Create a fund to accumulate money to fund various Parkland improvements
Budget in Brief	Q1 2017	Medium		Downs	To give stakeholders snapshot of how the city takes in and spends resources.
Transition current Tree Bank to a Tree Deposit Fund	Q1 2017	Medium		Downs, Coonan	Provides better reporting and monitoring
Prepare Operational Budgets for Departments	Q4 2016	Medium		Downs, French	Improve procurement and payment process by accessing detailed budget documents
Five Year General Fund Budget Model	Q2 2017	High		Downs	Expands upon current biennial budget and provides forecasting information

Five Year Capital Improvement Fund Budget Model	Q2 2017	High		Downs, Rukavina	Important for forecasting expenditures and revenues
Mid-Year 2016-17 Budget & CIP	Q1 2017	High		Downs, Coonan	Provides a mid-year analysis for budget adjustments
Participate in the review of rates and fees	Q2 2017	Medium		Downs, Repp-Loadsman, Wu	
Audits:					
Business License Compliance Audit	Q2 2017	Medium		Downs, Repp-Loadsman, Hall, French	Internal control review for business enterprises operating within the City
Audit of Funds (Equipment Replacement Fund –Sewer Fund - Special Deposits)	Q2 2017	High		Downs, Coonan	On-going analysis
Affordable Healthcare Act	Q1 2017			Bañales, Downs, Coonan	Compliance Review – To ensure proper reporting
Year End Audit	Q3 2017	High		Downs, Coonan, French	
Year End Close:					
Year End Budget Review	Q3 2017	High		Downs, Coonan	Annual Appropriation Analysis
Year End Close	Q3 2017	High		Downs, Coonan, French	On-going Operations
External Financial Reporting:					
CAFR	Q4 2017	High		Downs, Coonan	Annual Financial Report
State Controller's Report	Q4 2017	High	3,000	Downs, Coonan	Annual Operational Report Submitted to the State Controller's Office
Street Report	Q3 2017	High	1,500	Downs, Coonan	Annual State required report detailing monies received and spent by local agencies for street repairs and maintenance
Business Licensing Renewals	Q1 2017	High		Downs, French	
1099's	Q1 2017	High	600	Downs, Coonan, French	
W-2's	Q1 2017	High	600	Downs, Coonan, Bowers	

Goal 5: Improve Organizational Sustainability

SPECIFIC OBJECTIVE: To improve the institutional knowledge of the City through updates to policies, implementing new processes and staff development.

Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Policies:					
Update Purchasing Policies	Q2 2017	Medium		Downs, French	To improve and update for changes in technologies and operations within the organization
Accounting Policies	Q2 2017	Medium		Downs, Coonan	To improve and update for changes in technologies and operations within the organization
Fiscal Policies Update	Q3 2017	Medium		Downs	To develop strategies for fiscal sustainability
Process Development:					
Financial Reporting Process Review	Q2 2017	Medium		Downs, Coonan, French	Update processes for improved efficiencies through the use of technologies
Streamline Cash Receipts Process	Q1 2017	High		Downs, Coonan, Bowers	Review and update process
Accounts Receivable/Cashiering Process Review	Q1 2017	High		Downs, Coonan, Bowers	Develop new processes due to new cashiering system
Accounts Payable Encumbrance Acct	Q1 2017	Medium		Downs, French	On-going process for budget commitments
Banking Positive Pay Implementation	Q1 2017	High		Downs, Coonan	Strengthen internal controls related to cash disbursements
Staff Development:					
Payroll via ADP Training	Q4 2016	High		Coonan, Bowers	Provide staff training for time sheet entry and employee services
Potential RFP for Administrative and Parking Citations	Q1 2017	Medium		Downs, Coonan, Bowers	Improved service through new technologies and vendors
Training - Software Applications Excel/Pentamation	Q1 2017	Medium		Downs, Coonan, Bowers, French	On-going training for continuous improvement in software applications

Goal 6: Update Information Technology Strategic Plan

SPECIFIC OBJECTIVE: To sustain and improve the infrastructure networks to support current and future needs.

Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Five Year I.T. Master Plan	Q1 2017	Medium		Downs, Repp - Loadsman, Rukavina	Develop master I.T. Plan for software/apps and infrastructure to improve efficiencies, security and accessibility
Implement citywide Cash Registers	Q1 2017	High		Downs, Repp - Loadsman, Rukavina	Update antiquated system City Hall and Police
Accounts Payable Paperless Invoice Tracking	Q2 2018	Medium		Downs, Coonan, French	Stream line and track invoices and other related procurement documents
New Financial System	Q2 2018	Medium	225,000	Downs, Coonan, French, Bowers	Update to modern, integrated financial system
Smart Gov Cashiering System	Q1 2017	High		Downs, Coonan, Bowers	Integrate cashiering system with new Permit module
Implement New ADP Payroll System	Q4 2016	High		Coonan, Bañales, Bowers, Downs	Replace current system to accommodate 28 day tracking for FLSA monitoring
Prosum Information Technology Annual Maintenance	On-going	High			Maintain and monitor City's IT infrastructure

Planning and Building Work Plan

Mission: To serve the public by providing courteous, effective, efficient and accurate planning and development services to ensure a safe community that preserves and enhances the quality of life for all residents of the City of Palos Verdes Estates. The Planning & Building Department supports the Planning Commission and Parklands Committee.

Goal 1: City Service Delivery					
SPECIFIC OBJECTIVE: Sustain and improve the delivery of cost effective and efficient services, including to the citizens of Palos Verdes Estates and our visitors.					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Improve the efficiency and effectiveness of the Planning & Building Department.	Continuous	High		All	Staff training and refinement of processes
Focus on customer service.	Continuous	High		All	
Implement SmartGov permit tracking system	Q4 2016	High		HR Green/All	System in test operation
Provide for electronic submittal of plans	Q1 2017	Medium		HR Green/All	Follows or coincides with implementation of SmartGov
Policy for Enforcing Encroachments within Rights-of-Way	Q1 2017	High		Repp Loadsman, Moritz, Rukavina, Hall, City Attorney	
Coordinate with the Public Works Department. <ul style="list-style-type: none"> • Development plan review • Update of Public Works Standards for encroachments within ROW or parklands • Facilitate review and inspection of drainage plans, public improvements and storm water standards. • Review/study concept of parking 	Continuous	High		Rukavina, Repp - Loadsman, Corpuz, Moritz, Hall	

pads.					
Participate in the rates and fees review.	Q2 2017	Medium		Downs, Repp Loadsman	
Create tools and materials (online and in office) for customer self-service and ease of application submittals.	Q1 2017	Medium		Repp Loadsman	Update of forms
Initiate Administrative Citation process	Q2 2017	High		Hall, Repp Loadsman, City Attorney, ,Kepley	Initiate RFP for hearing officer contract.
Wireless Telecommunication Facilities – ordinance update and development of guidelines	Q4 2016	High		Repp Loadsman, Corpuz, Signo, City Attorney	May work with Telecom Law Firm.
Water Efficient Landscape Ordinance	Q4 2016	Medium		Repp Loadsman, Signo	Update ordinance to comply with recent changes in state law. Determine if consultant needed for review.
Various ordinance amendments (e.g. chickens, leaf blowers)				Repp Loadsman, Corpuz, Signo	
Coordinate code enforcement activities with other departments and the PVHA	Ongoing	High		Hall, Repp Loadsman	
Policy for Encroachments within Parklands	Q4 2016	High		Hall, Repp Loadsman. Moritz, Rukavina, City Attorney	Direction obtained from City Council. Policy being drafted.

Goal 2: Infrastructure and City Facilities					
SPECIFIC OBJECTIVE: Sustain and improve the City's physical assets, including streets, storm drains, sewers and buildings					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Coordinate with the Public Works Department to facilitate environmental review, project compliance with applicable standards and implementation.	Continuous	High		Repp Loadsman, Corpuz, Moritz, Rukavina	
Removal of unpermitted structures in Lunada Bay	Q4 2016	High		Repp Loadsman, Corpuz, Rukavina	
Implement ADA improvements for City Hall/Civic Center, streets and properties	Ongoing	High	\$200,000 City Hall \$100,000 Citywide	Rukavina, Repp Loadsman	
Facilitate implementation of ADA improvements for concessions				Repp Loadsman, Meigs, Rukavina, Downs	Coordinate with concessions through review of annual budgets and improvement plans
Goal 3: Livability & Quality of Life					
SPECIFIC OBJECTIVE: Sustain and improve the City's livability and quality of life for Palos Verdes Estates residents and visitors.					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Establish and implement the Parklands Fund for the maintenance, enhancement and utilization of the City's open space	Q4 2016 and continuous	High	\$100,000	Repp Loadsman, Moritz, Rukavina, Downs	
Coordinate with the Parklands Committee to identify potential parklands improvement projects <ul style="list-style-type: none"> • Del Sol Park • LBHOA – Paseo Lunado Native Plant Demonstration Project 					
Coordinate with the Public Works Department to identify key maintenance projects to improve landscape areas, parks and open space					
Assist with design and implementation of	Q3/Q4 2016			Moritz	

irrigation upgrades on PVDW					
Assist with design and implementation of Triangle improvements	Q1 2017			Moritz, Repp Loadsman, Rukavina	Design concept approved. PW to prepare specifications and proceed with bid process.
Malaga Cove Plaza Study	Q1 2017	Medium	\$5,000 Grant Match \$150,000 CIP	Repp Loadsman, Rukavina, Olson	Study commenced. Coordinating with LAI and property owners to define objectives
Lunada Bay Plaza Study	Q4 2016	Medium	\$150,000 CIP		
Street Tree Inventory	Q1 2017	High	\$50,000 CIP	Moritz, Repp Loadsman, Rukavina	
Tree Management Plan	Q2 2017	High	\$50,000	Moritz, Repp Loadsman, Rukavina	
Goal 4: Communication & Trust					
SPECIFIC OBJECTIVE: Sustain and improve the City's communication program, civic engagement and strengthen citizen trust.					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Citizens Academy	Q1 2017	High		Repp Loadsman, Wu	
Update website for Planning, Building, Code Enforcement and Parklands	Q2 2016	High		All staff	
Provide GIS on website	Q3 2017	Low		Repp Loadsman	Provides ownership, zoning, property data for public use. May work with GovClarity.
Provide training to the Planning Commission and Parklands Committee	Ongoing	High		Repp Loadsman, Kroneberger, City Attorney	Open meeting laws, effective meeting management
Provide outreach to residents, homeowner associations and other public stakeholders to explain city processes	Ongoing	High		Repp Loadsman, Hall, Corpuz	
Continue coordination with PVHA to effectively communicate development standards	Ongoing	High		Repp Loadsman, Corpuz, Shellabarger, Burt	
Goal 5: Financial & Organizational Sustainability					

SPECIFIC OBJECTIVE: Sustain and improve the City's financial position, Citywide policies, and the infrastructure networks to support current and future needs.

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Performance Reviews		High			
Business license compliance audit	Q2 2017	Medium		Hall, French	Compare state reporting information to identify businesses without city license
Prepare and monitor budget	Ongoing	High		Repp Loadsman, Downs	

Goal 6: Maintaining Public Safety

SPECIFIC OBJECTIVE: Sustain and improve our first responders (police, fire and public works) responding to calls for service, protecting our infrastructure and engaging in emergency preparedness activities.

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Staff training related to Emergency Operation Center	Ongoing	High		Kepley, Repp Loadsman	
Coordination with HR Green for staff availability for building inspection services	Ongoing	High		Repp Loadsman	Will work with HR Green consultants
Update Natural Hazard Mitigation Plan	Q4 2016	High		Kepley, Repp Loadsman, Rukavina	In process. Updating in response to State comments.

Public Works Department Work Plan

Mission: It is the mission of the Public Works Department as a part of the “City Team” to provide and maintain public infrastructure, parks, and facilities in a safe and environmentally sensitive manner; accomplished through the prudent use of resources, technology, and teamwork; in an atmosphere that allows and encourages all employees to be innovative, to have pride in their work and high self-esteem, to seek professional growth, and to be committed to excellence.

Goal 1: Update Public Works Standards					
SPECIFIC OBJECTIVE: Modification of public works standards and permitting process to address safety, regulation compliance, aesthetics and community expectations, and allow a broader range of permitted encroachments to minimize the need for code enforcement; streamline permitting process through broader use of the administrative encroachment permit process.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Update the General Provisions and Standards for Public Works Right-of-Way (R/W) permits and encroachments; amend Public Works Standards and Municipal Code	Q1 2017	High		Rukavina	Identify various modifications to the types of encroachments allowed within the parkways, paths, lanes, alleys or undetermined right-of-way and parklands; e.g., height of plants, hedges, steps, walks, paving materials, rocks, etc.
Evaluate permitting process	Q1 2017	High		Rukavina	Use broader use of administrative process
Increase community awareness of standards and procedures for right-of-way encroachments	Q2 2017	High		Rukavina, Wu	Community outreach of new PW Standards and Municipal Code upon adoption <ul style="list-style-type: none"> ▪ Newsletter ▪ Website ▪ Notices to PVHA, HOAs, residents, contractors
Update/Digitize Forms	Q2 2017	Medium		Rukavina, Repp Loadsman	

Goal 2: Implement Storm Water Program

SPECIFIC OBJECTIVE: Ensure compliance with mandates pursuant to 2012 National Pollutant Discharge Elimination System (NPDES) permit.

Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Implement Coordinated Integrated Monitoring Plan (CIMP)	Ongoing	High	\$70,700	Rukavina	In conjunction with Peninsula Watershed Group; RPV lead monitoring program
Comply with Santa Monica Bay Trash TMDL	Q1 2017	High	\$525,700	Rukavina, Fernandez	Continued installation of trash screens in 20% of catch basins each year through 2021 Prop 84 grant award selection pending
Implement Enhanced Watershed Management Plan (EWMP)	Ongoing	High	\$40,000	Rukavina	In conjunction with Peninsula Watershed Group
Implement Certified Clean Bay Restaurant Program	Q2 2017	High		Rukavina, Hall	Initial roll out in November 2016
Prepare Annual Stormwater Report	Q4 2016	High		McGowan, Fernandez	Regional Board requirement
Update developer information	Q1 2017	Medium		Rukavina, Fernandez, Repp Loadsmen	

Goal 3: Implement Online Work Request System

SPECIFIC OBJECTIVE: Create an online-based work request system for public works, facility and fleet maintenance activity, including public service requests.

Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Research products; select vendor, implement system and test, go online.	Q2 2017	High		Rukavina, Tepus	Internal system for internal use

Implement associate public service request module.	Q2 2017	Medium		Rukavina, Wu	For external users; this is an upgrade to existing Report a Concern on City Website
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Goal 4: Develop GIS-based Infrastructure Management System

SPECIFIC OBJECTIVE: Create an online-based infrastructure management system to improve data management and access in support of infrastructure improvements and public works permitting and development process.

Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Identify system requirements, existing data and required data acquisition	Q1 2017	Medium		Fernandez	Will work with HR Green consultants.
Upload available electronic data into application; go online.	Q2 2017	Medium		Fernandez	Will work with HR Green consultants.
Scan record information and upload.	Q2 2018	Low		Fernandez, Kroneberger	Will work with HR Green consultants.

Goal 5: Implement Capital Improvement Program (CIP)

SPECIFIC OBJECTIVE: Plan, schedule, execute projects identified in the CIP.

Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Annual pavement repair and rehabilitation	Q4 2016	High	\$1,100,100	Fernandez	Annual resurfacing and slurry seal by area. Will work with HR Green consultants.
Pavement Management System Update	Q2 2017	High	\$75,000	Rukavina, Fernandez	Pavement condition analysis for prioritizing pavement rehabilitation. Will work with HR Green consultants.
Sewer System Repairs/Upgrades	Q2 2017	Medium	\$585,670	Rukavina, Fernandez	Includes Via Coronel/ Via Zurita Sewer Upgrades. Other upgrades pending sewer condition assessment. Will work with HR Green consultants.

Triangle Landscape	Q4 2016	High	\$121,000	Rukavina, Repp Loadsman, Tepus, Moritz	Landscape & irrigation by staff; flag poles and lighting by contractor
Street Tree Inventory	Q1 2017	High	\$50,000	Rukavina, Repp Loadsman, Moritz	
Tree Management Plan	Q2 2017	High	\$50,000	Rukavina, Repp Loadsman, Moritz	
PVDW Geometric Study	Q1 2017	High	\$125,000	Rukavina, Olson	Geometric and traffic study to identify traffic and safety improvements from the Triangle to Del Puente
On-call Maintenance Contract	Q1 2017	Medium	\$250,000	Rukavina, Tepus	Solicit proposals for award on an on-call roadway maintenance contract for repair of pavement, curb, gutter, sidewalk and drainage facilities
Reflective Roadway Signage	Q1 2017	Medium	\$50,000	Fernandez	Compliance with Federal Highway Administration retro- reflectivity standards for roadway signage; first step is GIS-based signage inventory
Guardrail Replacement	Q2 2017	High	\$200,000	Fernandez	Grant funding application pending

Goal 6: Implement Facility Improvements

SPECIFIC OBJECTIVE: Implement Facility Improvements at City Hall and Police and Fire Stations for improving operations, efficiency, security, and work environment; ADA compliance; and seismic retrofitting.

Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Civic Center Needs Assessment	Q22017	High	\$75,000	Rukavina	By outside consultant through RFP process
City Hall ADA Improvements	Q1 2017	High	\$200,000	Rukavina, Meigs	

Seismic Upgrades	Q4 2017	High	\$806,798	Rukavina, Meigs	Pending Civic Center Needs Assessment
Telephone System Upgrade	Q1 2017	High	\$116,000	Rukavina	Will work with Prosum.
Expand Office Space at City Hall	Q4 2018	Medium		Rukavina	Pending Civic Center Needs Assessment
Infrastructure Upgrades at City Hall/Police Department	Q4 2018	Medium		Rukavina	Pending Civic Center Needs Assessment
Goal 7: Implement Emergency Preparedness Activities					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
SPECIFIC OBJECTIVE: Plan, schedule and execute various activities to support Emergency Operations.					
Debris Management Plan	Q2 2017	Medium		Rukavina, Tepus	Development of Debris Management Plan for centralized containment of disaster generated debris city-wide
Emergency Operations Facilities/City Hall Facility Conversions	Q1 2017	High	\$10,000	Rukavina, Herrera	Remodeling City Hall to support EOC operations, i.e. convertible space in City Council Chambers; utility infrastructure; secure server room
Goal 8: Organizational Sustainability					
SPECIFIC OBJECTIVE: Maintain high performance of staff in a safe environment where risks are minimized.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Ongoing Employee Training	Q1 2017	High		Rukavina, Tepus, Bañales	Safety, OSHA, Risk Management

Police Department Work Plan

Mission: To maintain a safe and tranquil community through policing based on integrity, professionalism, and service.

Goal 1: To Achieve & Maintain An Environment Which Embraces Organizational & Individual Development, Accountability, and a Focus on the Future					
SPECIFIC OBJECTIVE: Medium					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Succession Planning & Staff Dev	Ongoing	Medium		Kepley	Supervisory Leadership Institute, Command College, FBI National Academy, Staff Position Rotations
Police Officer Formal Education	Ongoing	Medium		Kepley	Encourage BS, BA, & Masters
Management Site Visits (PDs & Corp)	Ongoing	Medium		Kepley	Visits PDs and Corporate operations
Review & Update Jail Policy & Training Manual	Q1 2017	Low		Kepley	Periodic updates and edits
Review & Update Dispatch/Service Officer Policy & Training Manual	Q1 2017	Low		Kepley	Periodic updates and edits
Update Performance Evaluation Forms	Q2 2017	Medium		Kepley	Needs Police Officers Association and Meet & Confer process
Additional/Overhire Position (School Resource Officer Position?)	Q2 2017	Medium		Kepley	Staffing, Budget & Grant Impacts
Review South Bay Taskforce Options	Q2 2017	Low		Kepley, Velez	South Bay Burg Suppression Team
Train Select Staff on Off Road Motorcycles	Q4 2016	Medium		Kepley	Policing option: Deploy off road motorcycles
Conduct Formal Uniform Inspections	Q1 2017	Low		Velez	Focus on professional appearance
Audit Field Training Officer Program	Q1 2017	Low		Kepley	Selection standards, training daily observation reports, records
Goal 2: Enhance Technology and Equipment to Provide PVEPD Employees the Tools for their Success in Serving the Community					
SPECIFIC OBJECTIVE: Evaluate emerging and new products and best practices for police technology and equipment					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Implement Automated License Plate Reader System & Training	Q1 2017	Medium		Best	Focus on training
Body-Worn & In-Car Video System	Q4 2016	High		Kepley	Need Request for Proposal
Issue replacement Handguns/sell old	Q1 2017	High		Velez	On order/due any time.
Implement Text-911 System	Q3 2017	High		Best, Hengst	In Progress, on time

Implement headset and direct CAD entry in Communications Center	Q4 2016	High		Best, Hengst	In the current budget
Evaluate Ford police vehicles for future fleet transitions	Q2 2016	Low		Best	Need to deploy for 6 months first
Enhance City Hall/PD Garage Security	Q1 2017	High		Robinson	Add signs and cameras
Restore Car 54	Q4 2017	Low		Chief	Consider Foundation Funds
Re-paint Via Cerritos Radio Antenna	Q3 2017	Low		Best	
Explore Boat Replacement Cont. - Funding/Options	Q1 2018	Low		Kepley	Considering Police Foundation, grants, donated boats from other agencies' surplused equipment
Inventory/Audit Ballistic Helmets & Gas Mask Equipment & Training Needs	Q4 2016	Low		Eberhard	
Inventory/Audit Ballistic Vests	Q4 2016	High		Eberhard	
Goal 3: Community Outreach and Communication					
SPECIFIC OBJECTIVE: Increase presence on social Media, enhance community communications and notification systems.					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Engage Residents with Street Meets	Ongoing	Medium		Kepley	LACoFD included
Social Media Monitoring (inbound/intel)	Q1 2017	Medium		Robinson	Considering Media Sonar or Geofeedia type product
Develop a Police Dept. Facebook page	Q4 2016	Medium		Robinson	New FB Page done
Crime Mapping on Website	Q2 2017	Medium		Best	In last budget. Expected timeline around midyear of 2017.
Patrol Officer Engaged at Schools	Ongoing	Low		Velez	Informal daily visits/presence for policing, but also for mentoring
Goal 4: Improve Police Services and Department Programs					
SPECIFIC OBJECTIVE: Develop responsive strategies and best practices in policing					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
First Aid training and kits (Hawthorne PD)	Q4 2017	Medium		Best, Eberhard	\$3K Equip needed
Traffic Plan and Enhanced Safety	Q4 2016	High		Velez, Rukavina	Part of overall city plan
Lunada Bay Safety Plan	Q4 2016	High		Kepley	Due to council 10-25-17
Increase VIPs and Parkland Ranger Staffing	Ongoing	Medium		Velez	

levels					
Implement Lexipol Policy Program	Q4 2017	High		Best	Needs Police Officers Association and Meet & Confer process
Contract Parking Cite Administrator	Q1 2017	Medium		Kepley, Repp Loadsman	Watch LA court ruling
Procure 2 nd Police Motorcycle & Equip	Q4 2016	High		Best	In Budget; Procurement in progress
Establish a Police Foundation 501c3	Q2 2017	Medium		Kepley	Considering an identified consultant
Implement Fleet Maintenance System	Q4 2016	High		Kepley	In conjunction with City Engineer
CJIS Security Policy Compliance & implement security measures (Server room access control, etc.)	Q4 2016	High		Kepley	
Activate Police Phone App	Q2 2017	High		Best	
Implement Range Management Plan	Q1 2017	High		Best, A. Gonzalies	
Review Service Officer Staffing Plan	Q2 2017	Medium		Best, Hellinga	Address staffing shortages & 18 hrs.

Goal 5: Develop City's Emergency Response Capability and Infrastructure

SPECIFIC OBJECTIVE: Develop facility, plans & process, and staff to achieve an emergency response & management capability

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Emergency Operations Plan	Q2 2017	High		Herrera	Already started w/contractor
Hazard Mitigation	Q2 2017	High		Herrera	Already started w/contractor
Emergency Operations Center (EOC) Development Procedures	Q2 2017	High		Herrera	Working with Rukavina
Procure & Implement EOC Computers	Q2 2017	High		Robinson	Confidence Foundation Funds
Develop EOC Position Training	Q2 2017	High		Herrera	Some already done