



City of Palos Verdes Estates

2016 Organizational Work Plan – Major Policy Goals

Mission Statement: Guided by the highest principles of public policy and law, our mission is to provide exemplary service to the Community, City Council and our fellow Employees with a commitment to integrity, efficiency, professionalism and cooperation.

Goal 1: Service Delivery

Sustain and improve the delivery of cost effective and efficient services, including to the residents of Palos Verdes Estates and our visitors.

- Focus on customer service
- Implement a rates and fees review
- Create tools and materials (online and in office) for customer self-service
- Initiate Administrative Citation process
- Improve the efficiency and effectiveness of Department operations
- Update the City's Capital Improvement Program on an ongoing basis
- Facilitate and Perform Capital Improvements
- Improve Technology
 - Smart Gov permit tracking system
 - Allow electronic submittal of forms and payments
 - OpenGov budget information software
 - New telephone system
 - Enhanced service request/work order system
 - GIS based infrastructure management system
 - Allow on-line payment of fees
- Update City Codes and Policies
 - Public Works Standards
 - Policy for Parklands encroachments
 - Policy for encroachments within the public right-of-way
 - Update Tree Management Policy for consideration of nonconforming and poor quality street trees
 - Ordinance amendment for water efficient landscape standards
 - Procedures for stormwater management

Goal 2: Infrastructure and Facilities

Sustain and improve the City's physical assets, including streets, storm drains, sewers and buildings

- Assess and implement needed facility maintenance
- Complete a City Hall/Civic Center facility study. Perform due diligence on facility requirements prior to making seismic or other investment in existing or new facilities
- Coordinate with Los Angeles County Fire Department to seek improvements to Fire Station 2
- Provide ADA improvements at City Hall, Police Department and along public rights-of-way
- Coordinate with City concessions to provide ADA improvements and other physical upgrades to maintain each facility
- Implement Stormwater Program in compliance with 2012 NPDES permit
- Conduct a street tree inventory and prepare a tree management plan
- Continue to replace roadway signage to meet Federal Highway Administration retro-reflectivity standards
- Conduct a geometric and traffic study to identify potential roadway improvements associated with the Civic Center, Malaga Cove Plaza and the Triangle area
- Perform sewer system repairs and upgrades
- Update the pavement management system and perform the annual pavement repair and rehabilitation

Goal 3: Livability & Quality of Life.

Sustain and improve the City's livability and quality of life for Palos Verdes Estates residents and visitors.

- Utilize the Parklands Fund for the maintenance, enhancement and utilization of the City's open space areas
 - Refurbishment of Del Sol Park
 - Triangle landscape upgrades
 - Seek community based projects through Change to Parklands applications
- Continue to evaluate, support and encourage the City's four concessions to provide quality services to residents and the public

Goal 4: Communication & Trust

Sustain and improve the City's communication program, civic engagement and strengthen citizen trust.

- Continue publication of the quarterly City newsletter
- Research and implement methods to streamline production and distribution of the newsletter
- Continue presence on social media and expand contributing staff members
- Refine and develop the City's website.
 - OpenGov
 - Update forms
 - City Manager's weekly update
 - Budget in Brief
- Create an intranet for better staff access to materials
- Create an emergency information page to be turned on in the event of a large scale natural disaster
- Inform citizens how to access information and participate in City meetings, activities or general municipal elections
- Publicize live streaming of City Council meeting and how citizens can access post-meeting recordings
- Develop media training for staff, PVE Police Department and elected officials
- Explore informational delivery systems for Code Enforcement to communicate the City Code policies and track violations to deliver professional and consistent service delivery
- Increase community awareness of standards, procedures and City permit process
- Continue staff and City Council involvement in outside organizations and committees
- Continue participating in speaking engagements to tell our story
- Recognize our volunteers by hosting the annual volunteer appreciation luncheon
- Continue partnership development and maintenance of those relationships
 - Local governments
 - Non-profit organizations
 - Regional, State, and Federal involvement
- Continue Citizens Academy as an annual program

Goal 5: Financial & Organizational Sustainability

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

- Evaluate rates and fees for City services
- Reassess and potentially update antiquated City codes and policies for consistency with current practices and streamline where appropriate
- Provide the City Council with greater understanding and input on the City budget process
- Establish an investment committee to coordinate with the City Treasurer
- Provide support for the Fire and Paramedic Service Funding Committee and proposed ballot measure
- Budget Process/Cycle
 - Contain budgetary cost increases where feasible
 - Complete the Annual Financial Audit for the City
 - Audit of equipment replacement fund
 - Continue to update the financial forecasts for the City
- Update Information Technology (IT) Strategic Plan and provide updates
- Develop comprehensive financial policies for City
- Update applications and permit requirements to obtain insurance and other standards as recommended by the California Joint Powers Insurance Authority
- Conduct regular evaluations to achieve high standards of safety
- Develop options for consideration to improve City's capital improvement projects funding
- Update the General Provisions and Standards for Public Works Right-of-Way (R/W) permits and encroachments
- Prepare for and complete election cycle for City Council and Mayoral candidates
- Expand use of paperless agenda to Traffic Safety Committee and Parklands Committee
- Improve records management activities for the creation, receipt, maintenance use and disposal of records
- Improve presence of public records available on-line
- Implement a new payroll system utilizing ADP
- Maintain a high performance employee culture and fill vacant positions with that in mind
 - Recognize employee achievements and hard work
 - Support employee training and career development
 - Improve employee safety and risk management
- Monitor, analyze and prepare letters of support or opposition on legislation impacting the City

Goal 6: Maintaining Public Safety

Sustain and improve our police, fire and public works response to calls for service, protecting our infrastructure and engaging in emergency preparedness activities.

- Maintain a strong public safety workforce and provide for succession planning
- Evaluate and implement body-worn and in-car video system
- Implement Automotive License Plate Reader system in coordination with Peninsula cities
- Increase Volunteers in Policing and Parklands Ranger staffing levels
- Consider establishment of a 501c3 Police Foundation
- Ensure the continued delivery of fire services from the Los Angeles County Fire Department
- Evaluate and replace equipment and vehicles as needed to maintain a high quality of inventory
- Implement Text-911 system
- Enhance security at City Hall and garage area
- Work to enhance traffic safety for pedestrians, cyclists and motorists
- Continue to address public access and safety concerns for use of parklands and shoreline
- Implement Lexipol policy program
- Procure a second police motorcycle and equipment
- Emergency Management
 - Continue to improve emergency management and preparation
 - Improve the Emergency Operations Center organization and function
 - Convert seating within Council Chambers to allow for better utilization
 - Coordinate training for all employees
 - Investigate use of a reverse 9-1-1 system
 - Develop Debris Management Plan
 - Complete the Natural Hazard Mitigation Plan
 - Prepare an Emergency Operations Plan