



# 2016-2017 Mid-Year Appropriations and Budget Review

JANUARY 24, 2017

CITY OF PALOS VERDES ESTATES



# Presentation Topics

**How is the fiscal plan performing compared to original budget estimates?**

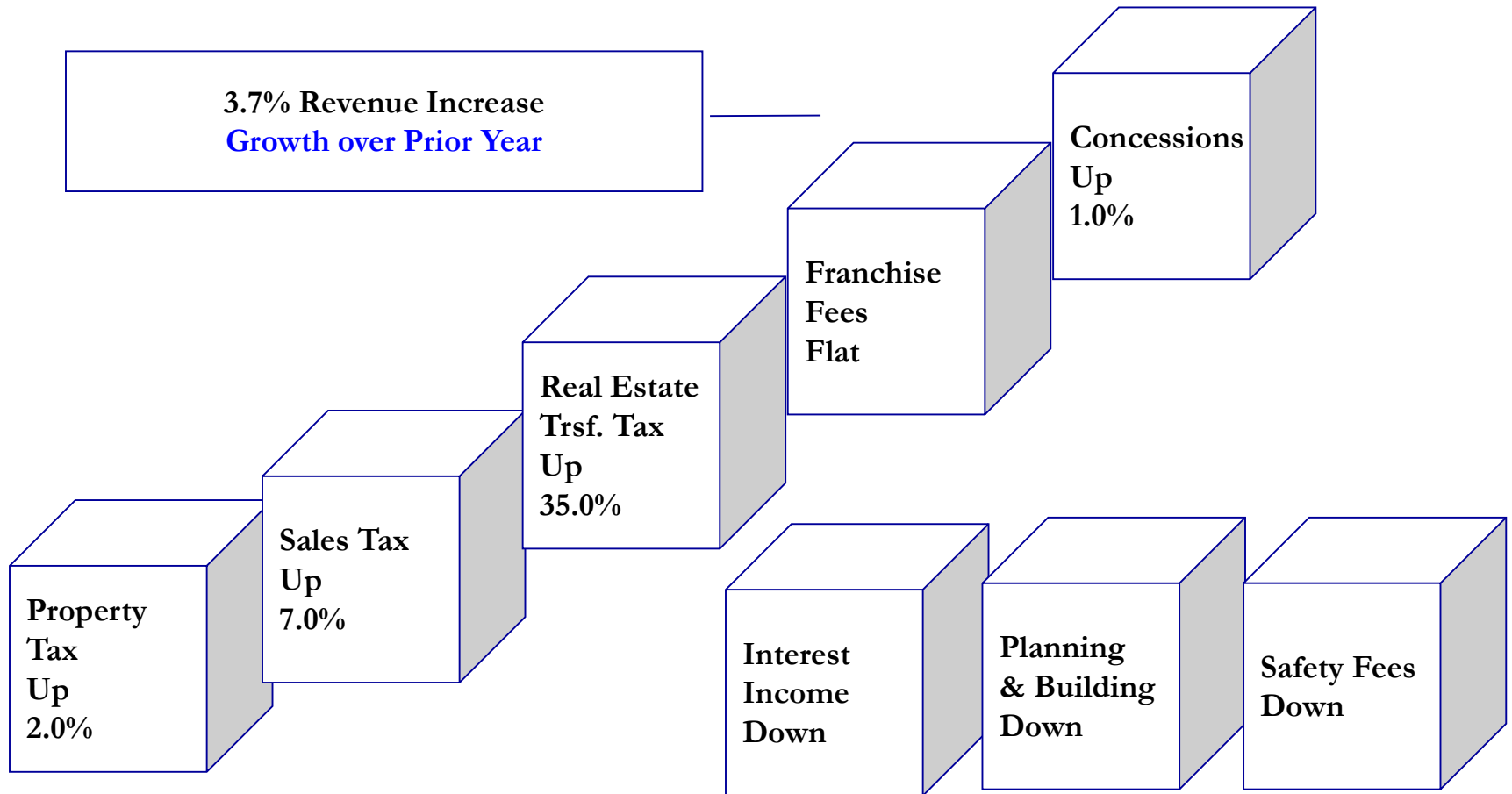
**Are projected fund balances better or worse than expected?**

**What adjustments, if any, require attention to keep estimates up-to-date?**

**Capital project update**

# Operating Revenues

How is the fiscal plan performing compared to original budget estimates?



# Fund Balances- Where Are We

Are projected fund balances better or worse than expected?

Fund	Original Budget	June 30, 2017 Projected Fund Balance
Fiscal Policy Reserve	9,335,900	9,335,900
Undesignated	2,408,866	2,207,677
<b>Total General Fund Balance</b>	<b>11,744,766</b>	<b>11,543,577</b>
Gas Tax	113,142	40,739
Police Grants (SLESF)	38,255	24,110
Fine/Paramedic Parcel Tax Fund Balance	667,082	663,082
Capital Improvement Fund	3,907,591	3,729,929
Equipment Replacement	2,890,143	2,853,408
Insurance	1,232,350	1,224,269
<b>Total - All Funds</b>	<b>1,232,350</b>	<b>(432,409)</b>



# Mid-Year Highlights

- Overall General Fund revenues trending at:
  - 4% year-to-year growth
  - 1 to 2% over budget estimates
  - Property Tax – strong
  - Other revenues are down - building / safety fees
- Department expenses under budget – margin 1.6%
- General Fund “Rainy Day Funds” (fiscal reserves) maintained
- Capital Projects Progressing - \$945,864 in contracts awarded
- Fire Parcel Tax – On Budget
- No Concerns with other funds
- Economic challenges remain in sight

# Departments Within Budget

How is the fiscal plan performing compared to original budget estimates?

DEPARTMENT EXPENDITURES	ADJUSTED BUDGET	Y-T-D ACTUAL	PRIOR YR		BALANCE AVAILABLE	% AVAILABLE	Five Year Average
			Y-T-D ACTUAL	% USED			
ADMINISTRATION	1,350,553	748,291		55.41%	602,262	44.59%	
FINANCE	703,706	295,364		41.97%	408,342	58.03%	
POLICE	7,184,444	3,557,003		49.51%	3,627,442	50.49%	
PLANNING & BUILDING	1,480,034	648,527		43.82%	831,506	56.18%	
MAINTENANCE	2,520,773	1,156,300		45.87%	1,364,474	54.13%	
<b>GENERAL FUND</b>	<b>13,239,511</b>	<b>6,405,485</b>	<b>5,142,273</b>	<b>48.38%</b>	<b>6,834,026</b>	<b>51.62%</b>	<b>53.78%</b>

1.62%  
Under At  
Mid Year

# Mid-Year Adjustments

- Proposed transfer of \$500K to CIP Fund
- Net \$112K in General Fund adjustments being requested
- Intended to align to mid-year trends

# Proposed Adjustments General Fund

What adjustments, if any, require attention to keep estimates up-to-date?

ADMIN/FINANC	PROFESSIONAL SERVICES	+ 66,337
CM/FINANCE	TRAINING & SPECIAL PROJECTS	+ 10,182
CITY ATTORNEY	OTHER LEGAL SERVICES	+ 57,000
NON DEPT	CONTRACT SERVICES	+ 10,100
	GENERAL FUND APPROPRIATIONS	+ 143,619



# Proposed Adjustments – Transfers All Funds

What adjustments, if any, require attention to keep estimates up-to-date?

GENERAL FUND	GENERAL FUND PROP A EXCHANGE	+ 31,500
GENERAL FUND	GENERAL FUND TRANSFERS	(500,000)
GENERAL FUND	GENERAL FUND APPROPRIATIONS	+ 143,619
GAS TAX	ADJUST ESTIMATED REVENUES	(72,403)
POLICE GRANTS	CONT. APPROPRIATIONS FIRING RANGE	+ 14,145
FIRE PARCEL	PROFESSIONAL SERVICES	+ 4,000
CAPITAL IMPRV	CONTINUING APPROPRIATIONS	+ 60,000
CAPITAL IMPRV	CAPITAL IMPROVEMENT TRANSFERS	+ 500,000
EQUIPMENT	GENERAL OFFICE IMPROVEMENTS	+ 7,050
INSURANCE	ANNUAL PROPERTY INSURANCE ADJ.	+ 7,081

# Future Challenges

- Increasing pension costs
- Unfunded liabilities - Post Ret. Emp. Benefits (OPEB)
- Aging facilities/technology updates
- American Disability Act (ADA)
- Affordable Care Act (ACA) potential changes
- Storm water mandates
- No dedicated capital project funding source



# Questions and Comments



# MEMORANDUM

Agenda Item #: 14  
Meeting Date: January 24, 2017

**TO: HONORABLE MAYOR AND CITY COUNCIL**

**THRU: ANTON DAHLERBRUCH, CITY MANAGER**

**FROM: JOHN DOWNS, FINANCE DIRECTOR /s/**

**SUBJECT: FISCAL YEAR 2016-17 MID-YEAR OPERATING AND CAPITAL IMPROVEMENT PLAN BUDGET REVIEW AND ADOPTION OF RESOLUTION R17-02 APPROVING MID-YEAR BUDGET ADJUSTMENTS**

**JANUARY 24, 2017**

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## **ISSUE**

Upon receiving a presentation on the performance of the 2016-17 fiscal year budget through December 31, 2016, shall the City Council approve Resolution R17-02 authorizing mid-year budget adjustments?

## **BACKGROUND**

The Biannual Budget and Capital Improvement Projects were adopted on June 28, 2016 for the period extending to June 30, 2018. At that time, fiscal year (FY) 2016-17 expenditures were appropriated. Approval of FY 2017-18 expenditures will be presented to the City Council in May/June 2017 for final analysis and formal appropriation.

A mid-year budget review is an essential reporting and control point for financial management. The purpose of the review is to answer several vital fiscal questions:

- (1) How is the fiscal plan performing compared to original budget estimates?
- (2) Are projected Fund balances better or worse than expected?
- (3) How are Capital Improvement Projects proceeding?
- (4) What budget adjustments, if any, are necessary?

This staff report addresses these questions with a focus on the major Funds, namely the General, Fire / Paramedic, Capital/Sewer and Insurance Funds.

**DISCUSSION**

**How is the fiscal plan performing compared to original budget estimates?**

As of December 31, 2016, budget estimates are in-line with projections and performing favorably. **Attachment A**, “Month-End Fiscal Status Report December 2016 – Mid-Year Report, presents the fiscal performance of all Departments, programs and Funds. It also reports on revenue sources. The Finance Department has recently initiated a process to provide quarterly reports to the departments as a means to more closely monitor changes and activities. Highlights of the Mid-Year Report are as follow:

- General Fund (operating) expenditures are at 47.63% percent of the budget at the halfway point in the year. This is a favorable position of 2.3% below budget expectations. With seasonality and timing of payments considered, annualized operating expenditures at the end of the year are projected to be in line with the approved budget.
- All Departments are reasonably in line with their respective budget at mid-year. Administration, Legal and Central Services (shared costs) are a bit above. This is primarily due to legal costs associated with labor relations and arising professional service needs. An adjustment for legal costs, given current trends, is proposed as part of this report.
- \$945,864 in Capital Improvement Project contracts have been awarded to date.
- The revenue and expenditure for fire suppression and paramedic services are consistent with budget estimates.
- Mindful of the timing of receipts, General Fund revenue is consistent with budget estimates with property tax revenue being slightly higher than expected. The City receives 40% of estimated property taxes during December which would have resulted in \$3,079,133, but actually received \$3,236,253 or \$157,120 above estimates, representing a 2.04% favorable variance. Key revenue indicators at mid-year are as follows:

REVENUE SOURCES	16-17 Budget	16-17 Actual	Budget to Actual \$ Variance	Budget to Actual % Variance
<b>GENERAL FUND REVENUES</b>				
PROPERTY TAX	7,697,833	3,236,253	4,461,580	42.04%
PROPERTY TAX - IN LIEU	1,317,554	0	1,317,554	0.00%
SALES TAX	377,000	162,325	214,675	43.06%
REAL ESTATE TRANSFER TAX	200,000	112,330	87,670	56.16%
BUSINESS LICENSE TAX	208,000	51,712	156,288	24.86%
FRANCHISE FEES	561,135	66,779	494,356	11.90%
COMMUNITY DEVELOPMENT	994,000	543,888	450,112	54.72%
MOTOR VEH LIC FEES	0	0	0	0.00%
INTEREST INCOME	70,000	41,708	28,292	59.58%
<b>KEY REVENUES</b>	<b>11,425,522</b>	<b>4,214,994</b>	<b>7,210,528</b>	<b>36.89%</b>
CONCESSIONS AND RENT	1,263,100	529,406	733,694	41.91%
LICENSES & PERMITS	30,500	9,971	20,529	32.69%
SAFETY FINES	150,000	60,438	89,562	40.29%
SERVICE CHARGES	58,000	41,299	16,701	71.21%
OTHER FEES	40,920	44,775	(3,855)	109.42%
<b>OTHER REVENUES</b>	<b>1,542,520</b>	<b>685,889</b>	<b>856,631</b>	<b>44.47%</b>
<b>TOTAL REVENUE</b>	<b>12,968,042</b>	<b>4,900,883</b>	<b>8,067,158</b>	<b>37.79%</b>

**Are projected Fund balances better or worse than expected?**

With the favorable trends noted above, Fund balance estimates set forth in the original budget will be met and exceeded in some cases. In particular, the performance of the City’s General Operating, Fire / Paramedic, and Capital Improvement Funds are favorable. It is also relevant to note that the FY 2015-16 Comprehensive Annual Financial Report presents a higher (better) Fund balance for beginning FY 2016-17. Therefore, the FY 2016-17 budget, at the time the Biannual Budget was adopted, under represented the beginning Fund balance.

Major City funds will meet or exceed the Reserve Policy balance expectations. Notably, “rainy day” target balances of 50% are maintained, and even strengthened, as a result of overall fiscal performance. The important major fund reserve and balance projections follow:

<b>Fund</b>	<b>Original Budget</b>	<b>June 30, 2017 Projected Fund Balance</b>
Fiscal Policy Reserve	9,335,900	9,335,900
Undesignated	2,408,866	2,207,677
<b>Total General Fund Balance</b>	<b>11,744,766</b>	<b>11,543,577</b>
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<b>Total - All Funds</b>	<b>1,232,350</b>	<b>(432,409)</b>

These projections exclude the impact of proposed budget adjustments presented below.

**How are Capital Improvement Projects proceeding?**

Pages 26 and 27 of the FY 2016-17 Biannual Budget that can be found at <http://www.pvestates.org/home/showdocument?id=2753> includes a comprehensive listing of all Capital Improvement Projects (CIPs) that are both ongoing and scheduled for completion. It includes forty seven projects for a total current year value of \$4.3 million. FY 2017-18 projects comprise an additional \$1.9 million of capital improvements. Given the materiality of CIP dollar amounts and their public significance, **Attachment B** of this report provides an itemized status update for all

projects. Similar reports are shared internally with staff to ensure that budget allocations are maintained.

**What budget adjustments, if any, are necessary?**

The mid-year budget review is an opportunity to review the organizational work plan and operations for, in addition, making necessary budget adjustments. Doing so aligns beginning estimates with current events and year-end forecasts. It is an important part of the budget cycle, supports planning for subsequent years, and serves to assess organization performance. This analysis has resulted in the proposed budget adjustments noted on **Attachment C** for approval by the City Council with **Resolution R17-02**. The Resolution includes an itemization of the recommended budget changes. In summary, the following budget adjustment increases, transfers and appropriations are requested for the following purposes:

- Training in risk management and for compliance reporting for the Affordable Care Act.
- Legal services to address current year assignments and trends.
- Printing of public documents.
- Utilities.
- Unplanned recruitments.
- Copier lease.
- Carry over of funding from prior years for CIPs.
- Expenditure of Police Grants.
- Consultant report(s).
- Storm water and catch basin projects.
- General office improvements.
- Annual property insurance.
- General Fund revenues for Proposition A exchanges.
- CJPIA “retrospective” insurance contribution.

On October 25, 2016, the City Council considered the City’s Organizational Work Plan, which includes goals, objectives and actions intended to guide and inform the City’s budget and operations over the next several years. Each department prepared individualized work plans to establish goals, objectives and actions. The department work plans were utilized as the basis for development of the six overarching goals and the projects and actions contained in the Organizational Work Plan. The Organizational Work Plan and Department Work Plans will be updated and available for review during the mid-year budget review and the annual budget process.

The Organizational Work Plan is attached and does not contain any modifications. The Department Work Plans are also provided as **Attachment E** with a variety of minor modifications (shown in ~~strikeout~~ and bold). In addition to adjustments to schedules, the following provides examples of other modifications:

	<i>Key Action Step</i>	
City Clerk:	Recruitment & Training of Replacement Office Specialist	Q1 2017
Administrative Analyst	Coordinate Environmental Expo	Annually
	Update the Council Member Candidate Handbook	Q1 2017
Planning & Building	Identification of California Water Services facilities	Q2 2017
	Initiate RFP for wireless communications consultant	Q2 2017

**FISCAL IMPACT**

The fiscal impact of the mid-year budget adjustments as presented in **Resolution R17-02 Attachment C** results in an overall Fund impact as follows:

<b>Fund</b>	<b>Revenue Adjustments</b>	<b>Expenditure Adjustments</b>	<b>Transfers</b>	<b>Fund Increase (Decrease)</b>
Fiscal Policy Reserve	-	-	-	-
Undesignated	31,500	350,351	117,662	(201,189)
<b>Total General Fund Balance</b>	<b>31,500</b>	<b>350,351</b>	<b>117,662</b>	<b>(201,189)</b>
Gas Tax	(72,403)			(72,403)
Police Grants (SLESF)		14,145		(14,145)
Fine/Paramedic Parcel Tax Fund Balance		4,000		(4,000)
Capital Improvement Fund		60,000	(117,662)	(177,662)
Equipment Replacement		36,735		(36,735)
Insurance		8,081		(8,081)
<b>Total - All Funds</b>	<b>(40,903)</b>	<b>473,312</b>	<b>-</b>	<b>(514,215)</b>

This mid-year report does not contain such costs as the impact of new CalPERS pension rate increases that will be in effect in the near term or the result of upcoming employee labor negotiations. These will be addressed through adjustments to the second year of the Biennial Budget.

**NOTIFICATION**

This matter was posted and noticed for the City Council meeting consistent with the City’s routine process.

**ALTERNATIVES AVAILABLE TO THE CITY COUNCIL**

1. Approve Resolution R17-02 as presented or with modifications.
2. Request further information.
3. Provide alternate direction.

**RECOMMENDATION**

It is recommended that the City Council accept the presentation of the mid-year budget and approve Resolution R17-02.

Attachments:

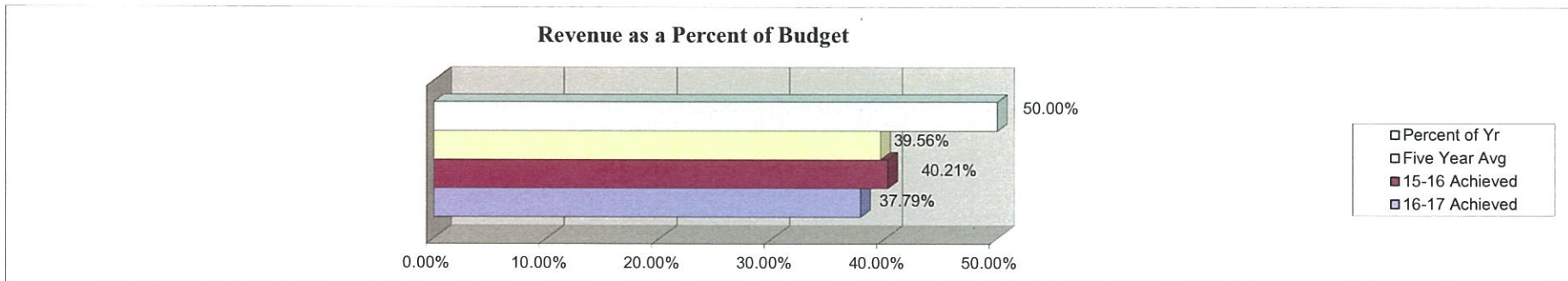
- A – Mid-Year Fiscal Status Report December 2016 – General Fund Revenues and Expenditures
- B – Itemized Status Update for All Projects
- C – Resolution R17-02 - Mid-Year Budget
- D – City Organizational Work Plan
- E – 2016 Mid-Year Department Work Plans





**City of Palos Verdes Estates  
Revenue Budget to Actual Comparisons - General Fund  
December 2016 - Mid Year Review**

HISTORICAL REFERENCE											
REVENUE SOURCES	15-16 Budget	15-16 Actual	16-17 Budget	16-17 Actual	Budget to Actual \$ Variance	Budget to Actual % Variance	15-16 Budget to Actual %	16-17 Budget to Actual %	Five Year Average	Percent of Year Expired	
<b>GENERAL FUND REVENUES</b>											
PROPERTY TAX	7,033,000	2,990,711	7,697,833	3,236,253	4,461,580	42.04%	42.52%	42.04%			
PROPERTY TAX - IN LIEU	1,281,000	5,540	1,317,554	0	1,317,554	0.00%	0.43%	0.00%			
SALES TAX	364,000	159,928	377,000	162,325	214,675	43.06%	43.94%	43.06%			
REAL ESTATE TRANSFER TAX	205,000	102,617	200,000	112,330	87,670	56.16%	50.06%	56.16%			
BUSINESS LICENSE TAX	213,000	37,420	208,000	51,712	156,288	24.86%	17.57%	24.86%			
FRANCHISE FEES	587,000	65,397	561,135	66,779	494,356	11.90%	11.14%	11.90%			
COMMUNITY DEVELOPMENT	993,000	512,390	994,000	543,888	450,112	54.72%	51.60%	54.72%			
MOTOR VEH LIC FEES	6,000	0	0	0	0	0.00%	0.00%	-			
INTEREST INCOME	53,000	54,095	70,000	41,708	28,292	59.58%	102.07%	59.58%			
<b>KEY REVENUES</b>	<b>10,735,000</b>	<b>3,928,098</b>	<b>11,425,522</b>	<b>4,214,994</b>	<b>7,210,528</b>	<b>36.89%</b>	<b>36.59%</b>	<b>36.89%</b>			
CONCESSIONS AND RENT	1,184,000	537,680	1,263,100	529,406	733,694	41.91%	45.41%	41.91%			
LICENSES & PERMITS	35,000	14,376	30,500	9,971	20,529	32.69%	41.07%	32.69%			
SAFETY FINES	201,000	84,205	150,000	60,438	89,562	40.29%	41.89%	40.29%			
SERVICE CHARGES	62,000	27,522	58,000	41,299	16,701	71.21%	44.39%	71.21%			
OTHER FEES	291,000	437,861	40,920	44,775	(3,855)	109.42%	150.47%	109.42%			
<b>OTHER REVENUES</b>	<b>1,773,000</b>	<b>1,101,644</b>	<b>1,542,520</b>	<b>685,889</b>	<b>856,631</b>	<b>44.47%</b>	<b>62.13%</b>	<b>44.47%</b>			
<b>TOTAL REVENUE</b>	<b>12,508,000</b>	<b>5,029,742</b>	<b>12,968,042</b>	<b>4,900,883</b>	<b>8,067,158</b>	<b>37.79%</b>	<b>40.21%</b>	<b>37.79%</b>	<b>39.56%</b>	<b>50.00%</b>	
<b>Revenue Over (Under) Prior Year Dollars</b>					<b>(128,859)</b>						
<b>Budget to Actual Over (Under) Prior Year %</b>							<b>-2.42%</b>				
<b>Budget to Actual Over (Under) Annual Average %</b>									<b>-1.77%</b>		





**City of Palos Verdes Estates**  
**Budget to Actual Expenditures by Program - General Fund**  
**December 2016 - Mid Year Review**

DEPT / DIVISION EXPENDITURES	ORIGINAL BUDGET	ADJUSTED BUDGET	Y-T-D ACTUAL	% USED	BALANCE AVAILABLE	% AVAILABLE	% of Yr 50.00%
							% UNDER (OVER)
CITY MANAGER	722,430	722,430	394,996	54.68%	327,434	45.32%	
CITY ATTORNEY	222,000	222,000	110,408	49.73%	111,592	50.27%	
CITY CLERK	258,497	258,497	97,210	37.61%	161,287	62.39%	
NON-DEPARTMENTAL	147,627	147,627	145,678	98.68%	1,949	1.32%	
<b>ADMINISTRATION</b>	<b>1,350,553</b>	<b>1,350,553</b>	<b>748,291</b>	<b>55.41%</b>	<b>602,262</b>	<b>44.59%</b>	<b>-5.41%</b>
FINANCE	660,464	660,464	283,635	42.94%	376,829	57.06%	
CITY TREASURER	43,243	43,243	11,729	27.12%	31,513	72.88%	
<b>FINANCE</b>	<b>703,706</b>	<b>703,706</b>	<b>295,364</b>	<b>41.97%</b>	<b>408,342</b>	<b>58.03%</b>	<b>8.03%</b>
POLICE	7,124,549	7,184,444	3,557,003	49.51%	3,627,442	50.49%	
<b>POLICE</b>	<b>7,124,549</b>	<b>7,184,444</b>	<b>3,557,003</b>	<b>49.51%</b>	<b>3,627,442</b>	<b>50.49%</b>	<b>0.49%</b>
BUILDING	753,466	753,466	300,994	39.95%	452,471	60.05%	
PLANNING	413,026	472,893	238,630	50.46%	234,263	49.54%	
CITY PROPERTIES	253,675	253,675	108,902	42.93%	144,772	57.07%	
<b>PLANNING &amp; BUILDING</b>	<b>1,420,167</b>	<b>1,480,034</b>	<b>648,527</b>	<b>43.82%</b>	<b>831,506</b>	<b>56.18%</b>	<b>6.18%</b>
PUBLIC WORKS ADMN	959,765	1,027,427	378,462	36.84%	648,965	63.16%	
STREETS	128,381	128,381	48,244	37.58%	80,137	62.42%	
PARKLANDS	1,345,655	1,364,966	729,593	53.45%	635,372	46.55%	
<b>MAINTENANCE SERVICES</b>	<b>2,433,800</b>	<b>2,520,773</b>	<b>1,156,300</b>	<b>45.87%</b>	<b>1,364,474</b>	<b>54.13%</b>	<b>4.13%</b>
<b>GENERAL FUND</b>	<b>13,032,776</b>	<b>13,239,511</b>	<b>6,405,485</b>	<b>48.38%</b>	<b>6,834,026</b>	<b>51.62%</b>	<b>1.62%</b>



**City of Palos Verdes Estates**  
**Budget to Actual Expenditures - CIP Status Report**  
**FY 16-17**  
**December 2016**

									% of Year 50.00%
FUND	ACCOUNT	PROJECT #	CAPITAL PROJECT	ORIGINAL BUDGET	ADJUSTED BUDGET	PERIOD EXPENDITURES	YEAR TO DATE EXP	AVAILABLE BALANCE	% USED
	30-7500-5	80047	TRAFFIC CALMING	25,600	25,600	-	-	25,600	0.00%
	30-7500-5	80050	SLURRY SEAL	440,000	440,000	-	250	439,750	0.06%
	30-7500-5	80100	REPAIRS STORM	25,000	25,000	-	-	25,000	0.00%
	30-7500-5	80102	CATCH BASIN REPLACEMENT	-	-	778	778	(778)	0.00%
	30-7500-5	80159	MS4: FULL CAPTURE SM BAY	120,000	120,000	2,331	2,331	117,669	1.94%
	30-7500-5	80800	STREET CONST. & MT.	660,000	660,000	97,095	102,092	557,908	15.47%
	30-7500-5	80815	MALAGA BEAUTIFY	6,330	6,330	-	5,340	990	84.36%
	30-7500-5	80849	CITY HALL SAFETY PROJECT	113,261	113,261	-	3,223	110,038	2.85%
	30-7500-5	80855	CITY HALL ADA IMPROVEMEN	200,000	200,000	-	7,921	192,079	3.96%
	30-7500-5	80857	GREEN WASTE STORAGE CAMP	15,000	15,000	-	-	15,000	0.00%
	30-7500-5	80891	2301 PVDW - REAL PROPERT	175,000	175,000	-	-	175,000	0.00%
	30-7500-5	80892	PAVEMENT MGMT SYSTEM	75,000	75,000	-	-	75,000	0.00%
	30-7500-5	80895	LIGHT CRS WLK PVDW VIA C	21,860	21,860	-	-	21,860	0.00%
	30-7500-5	80896	ADA UPGRADES CITYWIDE	100,000	100,000	-	-	100,000	0.00%
	30-7500-5	80897	CITY HALL PHONE SYSTEM	116,000	116,000	-	-	116,000	0.00%
	30-7500-5	80901	CIVC CTR INFR ASSESMENT	75,000	75,000	-	-	75,000	0.00%
	30-7500-5	80904	CTY STM DRN #3 REPAIR	290,000	290,000	-	-	290,000	0.00%
	30-7500-5	80906	TREE MGMT PLAN	50,000	50,000	-	-	50,000	0.00%
	30-7500-5	80909	PVDW TRIANGLE STUDY	125,000	125,000	-	-	125,000	0.00%
	30-7500-5	80910	FARNHAM MARTIN PARK FNTN	24,250	24,250	-	-	24,250	0.00%
	30-7500-5	80912	MALAGA CV PLZA ENHANCE	150,000	150,000	-	-	150,000	0.00%
	30-7500-5	80913	LNDA BY PLZA ENHANCEMENT	150,000	150,000	-	-	150,000	0.00%
	30-7500-5	80914	TRIANGLE LANDSCAPE PVDW	121,000	121,000	-	-	121,000	0.00%
	30-7500-5	80916	TREE INVENTORY	50,000	50,000	-	-	50,000	0.00%
	30-7500-5	80917	PARKLND MGMT PLAN	100,000	100,000	-	-	100,000	0.00%
	30-7500-5	80918	LANDUSE STUDY MLGA CV PL	-	-	250	5,501	(5,501)	0.00%
	30-7500-5	81105	DEL SOL - FIRE TURNOUT	129,546	129,546	-	-	129,546	0.00%
	30-7500-5	81300	CURB & GUTTERS	75,000	75,000	-	-	75,000	0.00%
	30-7500-5	81310	GUARDRAIL PROJECT	200,000	200,000	-	-	200,000	0.00%
	30-7500-5	81315	REFLECT ROAD REG SIGNS	50,000	50,000	-	-	50,000	0.00%
	30-7500-5	81497	CITYWIDE IRRIGATION UPGR	35,730	35,730	-	18,424	17,306	51.56%
<b>30 - CAPITAL IMPROVEMENT</b>				<b>3,718,577</b>	<b>3,718,577</b>	<b>100,455</b>	<b>145,861</b>	<b>3,572,716</b>	<b>3.92%</b>
	62-7200-3	80101	SEWER REPAIR	179,400	179,400	-	-	179,400	0.00%
	62-7200-3	80155	VIA CORONEL/ZURITA UPGRA	346,670	346,670	-	-	346,670	0.00%
	62-7200-3	80158	SEWER COND ASSESSMENT	60,000	60,000	-	-	60,000	0.00%
<b>62 - SEWER</b>				<b>586,070</b>	<b>586,070</b>	<b>-</b>	<b>-</b>	<b>586,070</b>	<b>0.00%</b>
			Manure Shed	35,000	35,000	-	-	35,000	0.00%
<b>50- PV Stables</b>			Manure Shed	35,000	35,000	-	-		<b>0.00%</b>
<b>Grand Total</b>				<b>4,339,647</b>	<b>4,339,647</b>	<b>100,455</b>	<b>145,861</b>	<b>4,158,786</b>	<b>3.36%</b>

**RESOLUTION R17-02**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF PALOS VERDES ESTATES, CALIFORNIA APPROVING FISCAL YEAR 2016-17 MID-YEAR OPERATING AND CAPITAL IMPROVEMENT PLAN BUDGET REVIEW AND ADOPTION OF RESOLUTION R17-02 APPROVING MID-YEAR BUDGET**

THE CITY COUNCIL OF THE CITY OF PALOS VERDES ESTATES, CALIFORNIA DOES RESOLVE AS FOLLOWS:

To authorize the adjustment of the FY 2016-17 Budget as follows:

**BUDGET ADJUSTMENT # 10**

Attached hereto as Exhibit A.

The City Clerk shall certify to the passage and adoption of Resolution R17-02

PASSED, APPROVED AND ADOPTED on this 24th day of January, 2017.

---

Jennifer L. King, Mayor

ATTEST:

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Vickie Kroneberger, City Clerk

APPROVED AS TO FORM:

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Christi Hogin, City Attorney



**City of Palos Verdes Estates  
Mid-Year Budget Adjustments  
December 2016 - Mid Year Review**

**R17-02**


							<b>UNDESIGNATED GENERAL FUND</b>	
<b>FUND</b>	<b>ACCOUNT</b>	<b>CLASSIFICATION</b>	<b>DEPARTMENT</b>	<b>JUSTIFICATION</b>	<b>REVENUE</b>	<b>EXPENDITURE</b>	<b>IMPACT</b>	
<b>SERVICES</b>								
01	2000-64425	PERSONNEL LEGAL	CITY MANAGER	Agreed Upon Procedures Payroll		25,000	(25,000)	
01	2000-64425	PROFESSIONAL SERVICES	CITY MANAGER	Carry over of Wolcott Contract for Web Design Services		12,337	(12,337)	
01	2000-64425	PERSONNEL LEGAL	CITY MANAGER	Legal Services LCW		17,000	(17,000)	
01	2000-64425	PROFESSIONAL SERVICES	CITY MANAGER	Additional Funding for Citizen Academy FY 2016-17		5,000	(5,000)	
01	2000-61120	TRAINING	CITY MANAGER	Training in risk management and ACA compliance reporting		6,500	(6,500)	
01	2000-64599	PERSONNEL LEGAL	CITY MANAGER	Hire Senior Accountant		2,000	(2,000)	
01	3000-64425	PROFESSIONAL SERVICES	FINANCE	OPEB Two year Actuarial Reports		5,000	(5,000)	
01	3000-61120	TRAINING	FINANCE	Leauge of California Cities Annual Conference		300	(300)	
01	3000-61120	TRAINING	FINANCE	WNDE Governmental Tax and PR Seminar		700	(700)	
01	3000-62215	PRINTING AND GRAPHICS	FINANCE	CAFR Covers and Tabs		570	(570)	
01	3000-62215	PRINTING AND GRAPHICS	FINANCE	Budget Covers and Tabs		1,500	(1,500)	
01	3040-64425	LEGAL	CITY ATTORNEY	Legal Services to address current year assignments and trends		57,000	(57,000)	
01	3160-65090	CONTRACT SERVICES	NON-DEPARTMENTAL	Copier Lease		10,100	(10,100)	
01	4000-62255	UTILITIES	POLICE	3SI Security Annual Fee - GPS Trackers		612	(612)	
<b>Subtotal</b>						<b>143,619</b>	<b>(143,619)</b>	



**City of Palos Verdes Estates  
Mid-Year Budget Adjustments  
December 2016 - Mid Year Review**

**R17-02**

CAPITAL OUTLAY & EQUIPMENT REPLACEMENT				
5	5000-70730	IMPROVEMENTS	Police	Firing Range Improvements 14,145
60	7000-70730	CAPITAL OUTLAY	EQUIPMENT REPLACEMENT	Purchase of Ctiy Equipment 7,050
30	7500-80918	CAPITAL OUTLAY	CAPITAL IMPROVEMENT	Land Use Study of Malaga Cove Plaza 5,000
30	7500-80918	CAPITAL OUTLAY	CAPITAL IMPROVEMENT	Automobile License Plate Readers 30,000
30	7500-80102	CAPITAL OUTLAY	CAPITAL IMPROVEMENT	Catch Basin Replacement 25,000
<b>Subtotal</b>				<b>81,195</b>
INSURANCE				
65	6900-65020	PROPERTY INSURANCE	INTERNAL SERVICE FUND INS	Retro Annual Property Insurance Adjustment 7,081
<b>Subtotal</b>				<b>7,081</b>
FIRE PARCEL TAX				
22	4100-64425	PROFESSIONAL SERVICE	FIRE PARCEL TAX	NBS Report and presentation for Citizen's Committee 4,000
<b>Subtotal</b>				<b>4,000</b>


**City of Palos Verdes Estates**  
**Mid-Year Budget Adjustments**  
**December 2016 - Mid Year Review**

R17-02

FUND	ACCOUNT	CLASSIFICATION	DEPARTMENT	JUSTIFICATION	REVENUE	EXPENDITURE	UNDESIGNATED GENERAL FUND IMPACT
<b>REVENUES</b>							
01	38010	MISC. REVENUE	FINANCE	Prop A Exchange with PVPTA	31,500		31,500
2	35530	GAS TAX	STREETS	Reducton of Gas Tax Revenue Estimate	(72,403)		(72,403)
<b>Subtotal</b>					<b>(40,903)</b>	<b>-</b>	<b>(40,903)</b>
<b>TRANSFERS</b>							
01	7500-69999	CONTINUING APPROP	GENERAL FUND	Continuing Appropriation for CIP		500,000	(500,000)
30	39999	CONTINUING APPROP	CAPITAL IMPROVEMENT	Continuing Appropriation for CIP	500,000		500,000
<b>Subtotal</b>					<b>500,000</b>	<b>500,000</b>	<b>-</b>
							<b>(612,119)</b>
General Fund							<b>(612,119)</b>
Gas Tax Fund							<b>(72,403)</b>
Police Fund							<b>(14,145)</b>
Fire Parcel Tax Fund							<b>(4,000)</b>
Capital Improvement Fund							<b>440,000</b>
Equipment Replacement Fund							<b>(7,050)</b>
Insurance Fund							<b>(7,081)</b>



## *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

**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
<b>Recruitment &amp; Training of Replacement Office Specialist</b>	<b>Q1 2017</b>	<b>High</b>		<b>Kroneberger w/Bañales</b>	
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	Q1/Q2 2017	High		Kroneberger	The City Clerk will work with the LA

Results/Canvass & Coordinate Council Reorganization					County Registrar.
SB 415 "California Voter Participation Rights Act" Implementation - Ordinance	Q4 2016			Kroneberger, City Attorney	<del>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 &amp; Chapman.</del> <b>Ordinance 16-719 adopted; pursuant to General Muni Election of 3/7/17, upon acceptance of LA County Board of Supervisors approval; notification via City newsletter will be provided to registered voters within 30 days operative ordinance.</b>
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
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Develop plan to implement paperless agenda packets for Traffic Safety Committee and Parklands Committee	<del>Q2 2017</del> Q3 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
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**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"> <li>- Reduce backlog of scanning/importing records into records management database</li> <li>- discuss the potential for outsourcing scanning documents (source quotes to determine feasibility)</li> <li>- Implement additional Questys licenses for City departments to enhance independent research capability</li> <li>- Questys database intensive training to utilize the software to</li> </ul>	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.

<ul style="list-style-type: none"> <li>its full potential</li> <li>- Quarterly records review for disposition of records – retain or destroy</li> <li>- Work with City Consultant regarding retention/destruction of digital records</li> </ul>					
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	<del>Q1 2017</del> Q2 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	Continuous			Kroneberger	



Logistics Unit of City EOC plan					
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.

**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	0	Wu, Rukavina	Projection of budget to be determined.
Research online payment processes for business licenses	Q2 2017	Medium	0	Wu, Downs	Projection of budget to be determined.
Research processing systems for permit applications	Q3 2017	Medium	0	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	0	Wu, Hall, Repp-Loadsman	A new system will need to be able to work with existing system. Projection of budget to be determined.
<b>Update the City website</b>	<b>Continuous</b>	<b>Low</b>	<b>0</b>	<b>Wu, Dept. heads</b>	
<b>Establish and update the internal employee intranet to allow for internal communication</b>	<b>Q3 2017</b>	<b>Medium</b>	<b>0</b>	<b>Wu, Bañales, Bowers</b>	<b>Projection of budget to be determined.</b>
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	Continuous	Medium	0	Wu,	City Council will provide direction to

legislation.				<b>Kronenberger, Dahlerbruch</b>	staff and sign off on letters.
<b>Build relationships with local, county, state and federal policymakers</b>	<b>Continuous</b>	<b>Low</b>	<b>0</b>	<b>Wu, Dahlerbruch</b>	
Conduct legislative analyses to determine local impact	Continuous	Medium	0	Wu	The Administrative Analyst will work with local, state, and federal organizations.
<b>Goal 3: Communications</b>					
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	<del>10,000</del> <b>\$17,600</b>	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, Bañales	
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	<del>Q4 2016</del> <b>Q2 2017</b>	Medium	0	Wu, Kepley, Rukavina	
Create <del>Weekly periodic communications from the Office of the City Manager</del> <b>messages</b>	<del>Q4 2016</del> <b>Q1 2017</b>	Medium	0	Wu, Dahlerbruch	Internal and external.

Update Resident Handbook	Q4 2017	Low	\$7,000	Wu, Kroneberger	Projected budget to be determined.
<b>Update the Council Member Candidate Handbook</b>	<b>Q1 2017</b>	<b>High</b>	<b>0</b>	<b>Wu, Dept. Heads</b>	

#### 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, Bañales, 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	
<b>Process permits for special events, block parties, film (still and motion), gatherings at Farnham Martin Park, etc.</b>					

#### 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, Bañales	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	

<b>Goal 6: Civic Engagement</b>					
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.
<b>Coordinate recognition of community organization at City Council meetings</b>	<b>Continuous</b>	<b>Low</b>	<b>0</b>	<b>Wu</b>	
<b>Goal 7: Community Relations</b>					
SPECIFIC OBJECTIVE: <del>To foster a culture of civic engagement through community involvement, services, governance, public impact, capacity building, and inclusion.</del> <b>To promote the City's image in a positive and community-oriented way through staff participation in public forums, resident involvement, and encouraging staff to provide high levels of customer service.</b>					
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	
<b>Coordinate the Environment Expo</b>	<b>April, annually</b>	<b>Medium</b>	<b>0</b>	<b>Wu, Repp-Loadsman</b>	
<b>Coordinate the FUN Committee</b>	<b>Continuous</b>	<b>Low</b>	<b>\$250</b>	<b>Wu, Bañales, Bowers</b>	<b>The purpose is to boost employee morale/engagement.</b>

## 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					
<b>SPECIFIC OBJECTIVE:</b> 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					
<b>SPECIFIC OBJECTIVE:</b> 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					
<b>SPECIFIC OBJECTIVE:</b> 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	<del>Q2 2017</del> Q4 2017	Low		Bañales	
Create HR Module on ADP Workforce	Q4 2016	High		Bañales, Downs	In progress
Intern Program	Q3 2016	Medium		Bañales	Complete

<b>Goal 4: Organizational Development</b>					
<b>SPECIFIC OBJECTIVE:</b> Expanding the knowledge and effectiveness of current employees through trainings, workshops, and collaboration					
<b>Key Action Steps</b>	<b>Timeline</b>	<b>Priority</b>	<b>Budget</b>	<b>Person/Area Responsible</b>	<b>Comments</b>
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	<del>Medium</del> Low		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	<del>Q2 2017</del> Continuous	<del>High</del> Medium		Bañales	
<b>Goal 5: Risk Management</b>					
<b>SPECIFIC OBJECTIVE:</b> To put in place the policies, common processes, competencies, accountabilities, reporting and enabling technology to manage key risks					
<b>Key Action Steps</b>	<b>Timeline</b>	<b>Priority</b>	<b>Budget</b>	<b>Person/Area Responsible</b>	<b>Comments</b>
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	<del>Q1 2017</del> Q2 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	<del>Medium</del> Low		Bañales	
Ensure benefits closely align with City initiatives	Continuous	<del>Medium</del> Low		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					
<b>SPECIFIC OBJECTIVE:</b> 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	<del>Q3 2017</del> Q2 2018	High		Downs, Coonan	To improve convenience and efficiency
Goal 2: Improve Civic Engagement					
<b>SPECIFIC OBJECTIVE:</b> 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	<del>Q3 2017</del> Q2 2018	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.

<b>Goal 3: Improve Communication Internal/External</b>					
<b>SPECIFIC OBJECTIVE:</b> 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.					
<b>Key Action Steps</b>	<b>Projected Timeline</b>	<b>Priority</b>	<b>Budget</b>	<b>Person/Area Responsible</b>	<b>Comments</b>
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	<del>Q1 2017</del> Q2 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	
<b>Goal 4: Improve Financial Sustainability</b>					
<b>SPECIFIC OBJECTIVE:</b> 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.					
<b>Key Action Steps</b>	<b>Projected Timeline</b>	<b>Priority</b>	<b>Budget</b>	<b>Person/Area Responsible</b>	<b>Comments</b>
<b>Budgets:</b>					
Creation and implementation of a Parklands Fund	Q4 2016	High		Downs, Coonan	Create a fund to accumulate money to fund various Parkland improvements. <b>Completed in 4th Qtr.</b>
Budget in Brief	<del>Q1 2017</del> Q3 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	<del>Q1 2017</del> Q2 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	<del>Q2 2017</del> Q3 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	
<b>Audits:</b>					
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	<del>Q1 2017</del> Q2 2017			Bañales, Downs, Coonan	Compliance Review – To ensure proper reporting
Year End Audit	Q3 2017	High		Downs, Coonan, French	<b>Completed with accompanied CAFR.</b>
<b>Year End Close:</b>					
Year End Budget Review	Q3 2017	High		Downs, Coonan	Annual Appropriation Analysis
Year End Close	Q3 2017	High		Downs, Coonan, French	On-going Operations. <b>Completed.</b>
<b>External Financial Reporting:</b>					
CAFR	Q4 2017	High		Downs, Coonan	Annual Financial Report
State Controller's Report	<del>Q4 2017</del> Q1 2017	High	3,000	Downs, Coonan	Annual Operational Report Submitted to the State Controller's Office. <b>Completed as of Jan 31, 2017.</b>
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. <b>Completed and submitted to the State Controller's Office.</b>
Business Licensing Renewals	Q1 2017	High		Downs, French	<b>Completed by December 31, 2016.</b>

1099's	Q1 2017	High	600	Downs, Coonan, French	<b>Complete and will be sent out by 1/27/2017.</b>
W-2's	Q1 2017	High	600	Downs, Coonan, Bowers	<b>Completed and sent out to all employees.</b>
<b>Goal 5: Improve Organizational Sustainability</b>					
<b>SPECIFIC OBJECTIVE:</b> 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
<b>Policies:</b>					
Update Purchasing Policies	<del>Q2 2017</del> Q3 2017	Medium		Downs, French	To improve and update for changes in technologies and operations within the organization
Accounting Policies	<del>Q2 2017</del> Q3 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
<b>Process Development:</b>					
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
<b>Staff Development:</b>					
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 Q3 2017	Medium		Downs, Coonan, Bowers, French	On-going training for continuous improvement in software applications. <b>Current vacancy to be filled by summer.</b>
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**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 Q4 2018	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					
<b>SPECIFIC OBJECTIVE:</b> 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 Q1 2017	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		Sheri/Carl/Ken/Ellisa/ City Attorney's Office	
Coordinate with the Public Works Department. <ul style="list-style-type: none"> <li>• Development plan review</li> <li>• Update of Public Works Standards for encroachments within ROW or parklands</li> <li>• Facilitate review and inspection</li> </ul>	Continuous	High		Ken/Sheri/Elizabeth Carl/Ellisa	

of drainage plans, public improvements and stormwater standards.  • Review/study concept of parking pads.					
Participate in the rates and fees review.	Q2 2017	Medium		John/Sheri	
Create tools and materials (online and in office) for customer self-service and ease of application submittals.	Q1 2017	Medium		Sheri	Update of forms
Initiate Administrative Citation process	Q2 2017	High		Ellisa/Sheri/City Attorney/PVE PD	Initiate RFP for hearing officer contract.
Wireless Telecommunication Facilities – ordinance update and development of guidelines	Q4 2016 Q1 2017	High		Sheri/Elizabeth/John S./City Attorney’s Office/Telecom Lawfirm	<b>Public hearing scheduled for Planning Commission on 1/25/17.</b>
Water Efficient Landscape Ordinance	Q4 2016 Q1 2017	Medium		Sheri/John S.	Update ordinance to comply with recent changes in state law. Determine if consultant needed for review.
Various ordinance amendments (chickens, leaf blowers)				Sheri/ Elizabeth/ John S.	
Coordinate code enforcement activities with other departments and the PVHA	Ongoing	High		Ellisa/Sheri	
Policy for Encroachments within Parklands	Q4 2016 Q1 2017	High		Ellisa/Sheri/Carl/Ken City Attorney’s Office	Direction obtained from City Council. Policy being drafted. <b>City Council workshop scheduled for 1/24/17.</b>

Initiate RFP for wireless communications consultant	Q2 2017	Medium		Sheri	Determine if additional or new consultant services needed
<b>Goal 2: Infrastructure and City Facilities</b>					
<b>SPECIFIC OBJECTIVE:</b> 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		Sheri/Elizabeth/Carl/Ken	
Removal of unpermitted structures in Lunada Bay	Q4 2016	High		Sheri/Elizabeth/Ken	<b>Project complete.</b>
Implement ADA improvements for City Hall/Civic Center, streets and properties	Ongoing	High	\$200,000 City Hall \$100,000 Citywide	Ken/Sheri	
Facilitate implementation of ADA improvements for concessions	Ongoing			Sheri/Reggie/Ken/John	Coordinate with concessions through review of annual budgets and improvement plans
<b>Goal 3: Livability &amp; Quality of Life.</b>					
<b>SPECIFIC OBJECTIVE:</b> 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	Sheri/Carl/Ken/John	<b>Parklands Fund approved by City Council on 10/10/16.</b>
Coordinate with the Parklands Committee to identify potential parklands improvement projects					



<ul style="list-style-type: none"> <li>Del Sol Park</li> <li>LBHOA – Paseo Lunado Native Plant Demonstration Project</li> </ul>					
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 irrigation upgrades on PVDW	Q3/Q4 2016 Q1 2017			Carl	<b>Partially complete. Evaluating budget to determine additional scope.</b>
Assist with design and implementation of Triangle improvements	Q1 2017 Q2 2017			Carl/Sheri/Ken	Design concept approved. PW to prepare specifications and proceed with bid process.
Malaga Cove Plaza Study	Q1 2017 Q2 2017	Medium	\$5,000 Grant Match \$150,000 CIP	Sheri/Ken/Rob LAI and local property owners	Study commenced. Coordinating with LAI and property owners to define objectives. <b>Include updated parking survey.</b>
Lunada Bay Plaza Study	Q4 2016	Medium	\$150,000 CIP		
Street Tree Inventory	Q1 2017	High	\$50,000 CIP	Carl/Sheri/Ken	
Tree Management Plan	Q2 2017	High	\$50,000	Carl/Sheri/Ken	
<b>Goal 4: Communication &amp; Trust</b>					
<b>SPECIFIC OBJECTIVE:</b> Sustain and improve the City’s communication program, civic engagement and strengthen citizen trust.					
<b>Key Action Steps</b>	<b>Timeline</b>	<b>Priority</b>	<b>Budget</b>	<b>Person/Area Responsible</b>	<b>Comments</b>
Citizens Academy	Q1 2017	High		Sheri/Jacqueline	
Update website for Planning, Building, Code Enforcement and Parklands	Q2 2016	High		All staff	
Provide GIS on website	Q3 2017	Low		Sheri/GovClarity	Provides ownership, zoning,

					property data for public use
Provide training to the Planning Commission and Parklands Committee	Ongoing	High		Sheri/City Clerk/ City Attorney's Office	Open meeting laws, effective meeting management
Provide outreach to residents, homeowner associations and other public stakeholders to explain city processes	Ongoing	High		Sheri/Ellisa/Elizabeth	
Continue coordination with PVHA to effectively communicate development standards	Ongoing	High		Sheri/Elizabeth/Donna Rebecca	

**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		Ellisa/Michelle	Compare state reporting information to identify businesses without city license
Prepare and monitor budget	Ongoing	High		Sheri/John	

**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		PVE PD/Sheri	
Coordination with HR Green for staff availability for building inspection	Ongoing	High		Sheri/HR Green	

services					
Update Natural Hazard Mitigation Plan	Q4 2016	High		PVE PD/Sheri/Ken	In process. Updating in response to State comments.
<b>Identification of California Water Services facilities</b>	<b>Q2 2017</b>	<b>Medium</b>		<b>Sheri/Ken</b>	<b>Confirm locations, need for easements and determine improvements necessary to protect and maintain infrastructure</b>

## 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					
<b>SPECIFIC OBJECTIVE:</b> 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"> <li>▪ Newsletter</li> <li>▪ Website</li> <li>▪ Notices to PVHA, HOAs, residents, contractors</li> </ul>
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 Loadsman	

**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 Q2 2017	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 Q2 2017	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 Q4 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 Q2 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					
<b>SPECIFIC OBJECTIVE:</b> 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	<del>Needs Police Officers Association and Meet &amp; Confer process</del> <b>Merge with MOU POA Meet &amp; Confer process</b>
Additional/Over-hire Position ( <b>To include School Resource Officer duties Position?</b> )	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 <b>to trails and coastline</b>
Conduct Formal Uniform Inspections	Q1 2017	Low		Velez	Focus on professional appearance
Audit Field Training Officer Program	Q1 2017	Low		Kepley	Selection standards, training <b>methods</b> , daily observation reports, records- <b>keeping processes, etc.</b>
Goal 2: Enhance Technology and Equipment to Provide PVEPD Employees the Tools for their Success in Serving the Community					
<b>SPECIFIC OBJECTIVE:</b> 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	<b>Proceed with hardware installation, and focus on training</b>

Body-Worn & In-Car Video System	Q4 2016	High		Kepley	Need <b>Proceed with</b> Request for Proposal
Issue replacement Handguns/sell old <b>guns</b>	Q1 2017	High		Velez	<del>On order/due any time.</del> <b>In progress, complete by March 1<sup>st</sup>.</b>
Implement Text-911 System	Q3 2017	High		Best, Hengst	In Progress, <del>on time depends on</del> <b>phone company</b>
Implement headset and direct CAD entry in Communications Center	Q4 2016	High		Best, Hengst	In the current budget, <b>train staff</b>
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, <b>in progress</b>
Restore Car 54	Q4 2017	Low		Kepley	Consider <b>future</b> Foundation Funds
Re-paint Via Cerritos Radio Antenna	Q3 2017	Low		Best	<b>Estimates needed</b>
Explore Boat <b>Need &amp; Replacement</b> <del>Cent.</del> Funding/Options	Q1 2018	Low		Kepley	<b>Evaluated need;</b> Consider Police Foundation, grants, donated boats from other agencies' surplus equipment
Inventory/Audit Ballistic Helmets & Gas Mask Equipment & Training Needs	Q4 2016	Low		Eberhard	<b>Set up biennial inspection process</b>
Inventory/Audit Ballistic Vests	Q4 2016	High		Eberhard	<b>Set up biennial inspection process</b>
<b>Goal 3: Community Outreach and Communication</b>					
<b>SPECIFIC OBJECTIVE:</b> Increase presence on social Media, enhance community communications and notification systems.					
<b>Key Action Steps</b>	<b>Timeline</b>	<b>Priority</b>	<b>Budget</b>	<b>Person/Area Responsible</b>	<b>Comments</b>
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; <b>enhancements ongoing</b>
Crime Mapping on Website ( <b>for residents' use</b> )	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
<b>Goal 4: Improve Police Services and Department Programs</b>					

<b>SPECIFIC OBJECTIVE: Develop responsive strategies and best practices in policing</b>					
<b>Key Action Steps</b>	<b>Timeline</b>	<b>Priority</b>	<b>Budget</b>	<b>Person/Area Responsible</b>	<b>Comments</b>
First Aid training and kits (Hawthorne PD)	Q4 2017	Medium	\$3,000	Best, Eberhard	Equip needed, <b>training needed</b>
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 levels	Ongoing	Medium		Velez	
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 <sup>nd</sup> 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.
<b>Goal 5: Develop City's Emergency Response Capability and Infrastructure</b>					
<b>SPECIFIC OBJECTIVE: Develop Facility, Plans &amp; Process, And Staff To Achieve An Emergency Response &amp; Management Capability</b>					
<b>Key Action Steps</b>	<b>Timeline</b>	<b>Priority</b>	<b>Budget</b>	<b>Person/Area Responsible</b>	<b>Comments</b>
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 City Engineer
Procure & Implement EOC Computers	Q2 2017	High		Robinson	Confidence Foundation Funds <b>Acquired. Needs set-up</b>

Develop EOC Position Training	Q2 2017	High		Herrera	Some already done, <b>more planned</b>
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