

## 2017 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: Improve Public Meeting Process/Citizen Engagement					
<b>SPECIFIC OBJECTIVE:</b> 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	Q4 2017	Medium		City Clerk	Public tutorial reference card describing public meeting process
Website tutorial video to educate and encourage participation in public meetings	Q2 2018	Medium		City Clerk, 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 2: Furthering Paperless Agendas					
<b>SPECIFIC OBJECTIVE:</b> To lower costs, increase transparency and reduce staff time for creating and managing agenda packet preparation.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Develop plan to implement paperless agenda packets for Traffic Safety Committee and Parklands Committee	Q3 2018	Low	Not Budgeted	City Clerk, Dept. heads	Consider Loan or Purchase of iPads for the Parklands Committee and Traffic Safety Committee members' use; not currently budgeted. Investment approximately \$6-12K; will present for Council consideration FY17-18

**Goal 3: 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
Evaluate other cities websites to determine best practices for public access to review public records	Q4 2017	Medium		City Clerk	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 4 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
<p>Develop and lead a City-wide Records Committee which will meet regularly - to include:</p> <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 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>	Ongoing	High		City Clerk, 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.

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		City Clerk, City Attorney, Office Specialist	May work with a consultant.
<b>Goal 5: Provide consistent, high quality service from the City Clerk's Office</b>					
<b>SPECIFIC OBJECTIVE:</b> 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	Q4 2017	High		City Clerk, 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			City Clerk	
Develop a cross-training curriculum for City Clerk Department	Q2 2018			City Clerk	
Contract Management/Tracking System – centralize tracking mechanism for City Contracts	Ongoing			City Clerk, Dept. heads	Expand tracking system to include terms/expiration, insurance certificates and other compliance
Develop an enhanced City Clerk curriculum for 2018 Citizens' Academy	Q2 2018	Medium		City Clerk	
Further presence/training as a member of City Management or Logistics Unit of City EOC plan	Ongoing			City Clerk	
Budget Preparation/Tracking - Continuing Education	2017-2018			City Clerk, 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 6: 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
Enhance the Public Records Request tracking system	Q3 2017	High		City Clerk	Development of a comprehensive log/searchable database, department(s) involved, sourcing/storage of documents, and disposition.

**Goal 7: 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 Certified Municipal Clerk (CMC) designation	Q2 2019			City Clerk	Submit application to IIMC to determine status and to 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	Ongoing	Medium		City Clerk, Office Specialist	

## 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.

<b>Goal 1: Connectivity</b>					
<b>SPECIFIC OBJECTIVE:</b> 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
Publicize live streaming of City Council meeting and how citizens can access post-meeting recordings.	Ongoing	Low		Wu, City Clerk	
Explore informational delivery systems for Code Enforcement to communicate the City Code policies and track violations to deliver professional and consistent service delivery.	Q4 2018	Low		Wu Repp Loadsmen	A new system will need to be able to work with existing system. Projection of budget to be determined. Pending re-instatement of Code Enforcement Officer.
Update the City website	Ongoing	Low		Wu Dept. Heads	
Provide administrative support to the Technology Task Force	Q4 2017	Medium		Wu, Dahlerbruch	Presentation to City Council on November 14, 2017
Establish and update the internal employee intranet to allow for internal communication	Q3 2017	Medium		Wu, Bañales, Bowers	Projection of budget to be determined. Intranet went LIVE on 06/05/2017
<b>Goal 2: Governmental Relations</b>					
<b>SPECIFIC OBJECTIVE:</b> 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	Ongoing	Medium		Wu, Dahlerbruch	
Develop written reports, articles, and correspondence	Ongoing	Medium		Wu, Dahlerbruch	
Prepare letters of support and opposition on legislation.	Ongoing	Medium		Wu, City Clerk, Dahlerbruch	City Council will provide direction to staff and sign off on letters.

Build relationships with local, county, state and federal policymakers	Ongoing	Low		Wu, Dahlerbruch	
Conduct legislative analyses to determine local impact	Ongoing	Medium		Wu	The Administrative Analyst will work with local, state, and federal organizations.
<b>Goal 3: Communications</b>					
<b>SPECIFIC OBJECTIVE:</b> 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.	Ongoing	Medium		Wu	The City Manager will remain as the lead City representative to media outlets.
Create city publications such as newsletters	Quarterly	High		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	Ongoing	Low		Wu	Communication pieces are created on an as-needed basis to communicate information to the public.
Develop communications and crisis communications plans	Q2 2017	High		Wu	
Develop Media training for staff	Q3 2017	Medium		Wu, Bañales	
Prepare and send out weekly update communication	Ongoing	Low		Wu, Dahlerbruch, Dept. heads	
Research and implement methods to streamline production and distribution of the newsletter.	Q3 2017	Low	TBD	Wu	The mailing of paper newsletters is dependent on the City Council's discretion.
Create an emergency information page to be turned on in the event of a large scale natural disaster	Q3 2017	Medium		Wu, Kepley, Rukavina	
Create periodic communications from the Office of the City Manager	Ongoing	Medium		Wu, Dahlerbruch	Internal and external.

Update Resident Handbook	Q4 2017	Low	\$7,000	Wu	This project is pending direction from the City Council.
Update the Council Member Candidate Handbook	Q1 2017	High		Wu, Dept. Heads	Complete
<b>Goal 4: Permit Policies and Procedures</b>					
<b>SPECIFIC OBJECTIVE:</b> 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.	Q3 2017	High		Wu, Bañales, Rukavina, 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		Wu, City Clerk	
Process permits for special events, block parties, film (still and motion), gatherings at Farnham Martin Park, etc.	Ongoing	Low		Wu	
<b>Goal 5: Online Presence</b>					
<b>SPECIFIC OBJECTIVE:</b> 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		Wu, Dept. heads	Participation in trainings provided by the website host is critical.
Conduct social Media and website audits	Quarterly	Low		Wu	Funding may be available to obtain paid marketing and sponsored posts.
Develop digital engagement strategy	Ongoing	Medium		Wu	
Train employees on smart e-mail practices	Q3 2017	Medium		Wu, Bañales	May determine whether an in-person or webinar recording is appropriate to train employees.
OpenGov implemented	Q4 2017	Low		Wu, Downs	

Continue presence on social media and expand contributing staff members.	Ongoing	Low		Wu, Dept. heads	
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**Goal 6: Civic Engagement**

**SPECIFIC OBJECTIVE:** To foster a culture of civic engagement through community involvement, services, governance, public impact, capacity building, and inclusion.

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Provide administrative support to the Davenport Institute and Larry Tramutola	Ongoing	High		Wu, Dahlerbruch	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	\$5,000	Wu	
Increase community and neighborhood involvement by providing public information	Ongoing	High		Wu	This can be accomplished by identifying sources of information residents use and preparing public information pieces.
Coordinate recognition of community organizations at City Council meetings	Ongoing	Low		Wu	

**Goal 7: Community Relations**

**SPECIFIC OBJECTIVE:** 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.

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Continue staff and City Council involvement in outside organizations and committees.	Ongoing	Medium		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.	Ongoing	High		Wu, Dept. heads	To encourage staff participation in public meetings with organizations such as homeowner’s associations, neighborhood meetings, etc.
Continue partnership development and maintenance of relationships with government agencies, non-profit organizations, and other entities.	Ongoing	High		Wu, Dahlerbruch	
Coordinate the Environment Expo	April, annually	Medium		Wu, Repp-Loadsman	Cancelled for 2017.

Coordinate the FUN Committee	Ongoing	Low	\$250	Wu, Bañales, Bowers	The purpose is to boost employee morale/engagement. Funding is pending direction from the City Council.
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## 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	Complete and ongoing
HR Newsletter	Q3 2016	Medium		Bañales	Now live on Intranet
Support the on-going updates of employee photos	Ongoing	Low		Bañales	
Conduct workstation visits	Ongoing	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	Complete
Seek Alternative posting sites	Ongoing	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	Q4 2017	Low		Bañales	
Create HR Module on ADP Workforce	Q4 2016	High		Bañales, Downs	Complete
Intern Program	Q3 2016	Medium		Bañales	Complete

**Goal 4: Organizational Development**

**SPECIFIC OBJECTIVE:** Expanding the knowledge and effectiveness of current employees through trainings, workshops, and collaboration

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Collaborate with Liebert Cassidy Whitmore, California Joint Powers Insurance Authority, CalPERS and other organizations to provide education and training as it relates to City policies, procedures, mandated state/federal training and their particular job.	Ongoing	High		Bañales	
Develop self-actualized and empowered team environment as the City's workforce.	Ongoing	Low		Bañales	
Implement, facilitate or promote recommendations of the CJPIA "Loss Cap" report	Ongoing	High		Bañales	Will work with partnership with the California Joint Powers Insurance Authority.
Implement Employee Training Calendar created from collaboration and planning by employees	Ongoing	Medium		Bañales	
Develop succession plan	Ongoing	Medium		Bañales	

**Goal 5: Risk Management**

**SPECIFIC OBJECTIVE:** To put in place the policies, common processes, competencies, accountabilities, reporting and enabling technology to manage key risks

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Identify compliance issues for ADA and Fair Labor Standards Act requirements; collaborate and consult for removing those barriers; reduce workers' compensation claims and occurrences; close property claims brought against the City.	Ongoing	High		Bañales	
Host Risk Committee Meetings	Q2 2017	High		Bañales	In progress
Close open claims and be current on claim processing	Ongoing	Medium		Bañales, Downs, Rukavina	
Serve as the City's ADA representative	Ongoing	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,	Ongoing	Low		Bañales	
Ensure benefits closely align with City initiatives	Ongoing	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	In progress; working with Liebert Cassidy Whitmore.
Conduct Classification and Compensation Study	Q2 2018	High		Bañales	
Conduct a comparative analysis and prepare recommendations for alternatives for existing tuition reimbursement benefit	Q4 2016	High		Bañales	In progress

## 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 2017	Medium		Repp Loadsmen, Downs, City Clerk	To improve and modernize forms for greater ease of use and improve efficiency
Complete Budget Document	Q4 2017	High		Downs	To improve community members access to financial information
On-line Payments	Q2 2018	High		Downs	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	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.
Goal 3: Improve Communication Internal/External					
<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.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Provide accounts payable classes to improve staff understanding and submittal of documents	Q3 2017	Medium		Downs, French	

Provide ongoing training and support of Department Directors for budget preparation	Q2 2017	High		Downs	
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	
<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.					
Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
<b>Budgets:</b>					
Creation and implementation of a Parklands Fund	Q4 2016	High		Downs	Created a fund on 10/10/16 to accumulate money to fund various Parkland improvements.
Budget in Brief	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	Q2 2017	Medium		Downs	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	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	Provides a mid-year analysis for budget adjustments
Participate in the review of rates and fees	Q2 2017	Medium		Downs, Repp Loadsmen, Wu	

<b>Audits:</b>					
Business License Compliance Audit	Q2 2017	Medium		Downs, Repp Loadsmen, 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	On-going analysis
Affordable Healthcare Act	Q2 2017			Bañales, Downs	Compliance Review – To ensure proper reporting
Year End Audit	Annually in Q3	High		Downs, French	Completed with accompanied CAFR.
Year End Budget Review	Annually in Q3	High		Downs	Annual Appropriation Analysis
Year End Close	Annually in Q3	High		Downs, French	On-going Operations.
External Financial Reporting:					
CAFR	Annually in Q4	High		Downs	Annual Financial Report
State Controller's Report	Annually in Q1	High		Downs	Annual Operational Report Submitted to the State Controller's Office.
Street Report	Annually in Q3	High		Downs	Annual State required report detailing monies received and spent by local agencies for street repairs and maintenance. Completed and submitted to the State Controller's Office.
Business Licensing Renewals	Annually in Q1	High		Downs, French	Completed by December 31st
1099's	Annually in Q1	High		Downs, French	
W-2's	Annually in Q1	High		Downs, Bowers	



<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.					
<b>Key Action Steps</b>	<b>Projected Timeline</b>	<b>Priority</b>	<b>Budget</b>	<b>Person/Area Responsible</b>	<b>Comments</b>
<b>Policies:</b>					
Update Purchasing Policies	Q3 2017	Medium		Downs, French	To improve and update for changes in technologies and operations within the organization
Accounting Policies	Q3 2017	Medium		Downs	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, French	Update processes for improved efficiencies through the use of technologies
Streamline Cash Receipts Process	Q1 2017	High		Downs, Bowers	Review and update process
Accounts Receivable/Cashiering Process Review	Q1 2017	High		Downs, 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	Strengthen internal controls related to cash disbursements
<b>Staff Development:</b>					
Payroll via ADP Training	Q4 2016	High		Bowers	Provide staff training for time sheet entry and employee services
Potential RFP for Administrative and Parking Citations	Q1 2017	Medium		Downs, Bowers	Improved service through new technologies and vendors
Training - Software Applications Excel/Pentamation	Q3 2017	Medium		Downs, Bowers, French	On-going training for continuous improvement in software applications.

**Goal 6: Update Information Technology Strategic Plan**

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

Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Five Year I.T. Master Plan	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, French	Stream line and track invoices and other related procurement documents
New Financial System	Q2 2018	Medium	225,000	Downs, French, Bowers	Update to modern, integrated financial system
SmartGov Cashiering System	Q1 2017	High		Downs, Bowers	Integrate cashiering system with new Permit module
Implement New ADP Payroll System	Q4 2016	High		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.	Ongoing	High		All	Staff training and refinement of processes
Focus on customer service.	Ongoing	High		All	
Implement SmartGov permit tracking system	Q1 2017	High		HR Green/All	Planning module went live in January; Building and PW permit module scheduled to go live on 6/18/17.
Provide for electronic submittal of plans	Q3 2017	Medium		HR Green/All	Follows or coincides with implementation of SmartGov
Policy for Enforcing Encroachments within Rights-of-Way	Q3 2017	High		Repp Loadsman Moritz Rukavina 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 of drainage plans, public improvements and stormwater standards.</li> <li>• Review/study concept of parking pads.</li> </ul>	Ongoing	High		Repp Loadsman Moritz Rukavina Corpuz	

Participate in the rates and fees review.	Q3 2017	Medium		Repp Loadsman Downs	
Create tools and materials (online and in office) for customer self-service and ease of application submittals.	Q3 2017	Medium		Repp Loadsman	Update of forms
Initiate Administrative Citation process	Q3 2017	High		Repp Loadsman City Attorney/PVE PD	Utilization of Police Department to issue citations due to Code Enforcement Officer vacancy.
Wireless Telecommunication Facilities – ordinance update and development of guidelines	Q1 2017	High		Repp Loadsman Signo/ City Attorney's Office/Telecom Law firm	Public hearing with City Council on 6/13/17.
Water Efficient Landscape Ordinance	Q3 2017	Medium		Repp Loadsman Signo	Update ordinance to comply with recent changes in state law. Determine if consultant needed for review.
Various ordinance amendments (chickens, leaf blowers)				Repp Loadsman Corpuz/Signo	
Coordinate code enforcement activities with other departments and the PVHA	Ongoing	High		Repp Loadsman	
Policy for Encroachments within Parklands	Q1 2017	High		Repp Loadsman Moritz Rukavina City Attorney's Office	Complete. Revised Code Enforcement Guidelines for Encroachments in Parklands and Public Ways was presented and received and filed by City Council on 5/9/17.
Initiate RFP for wireless communications consultant	Q4 2017	Medium		Repp Loadsman	Determine if additional or new consultant services needed

**Goal 2: Infrastructure and City Facilities**

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

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Coordinate with the Public Works Department to facilitate environmental review, project compliance with applicable standards and implementation.	Ongoing	High		Repp Loadsman Moritz Rukavina Corpuz	
Removal of unpermitted structures in Lunada Bay	Q4 2016	High		Repp Loadsman Rukavina Corpuz	Project completed in November 2016.
Implement ADA improvements for City Hall/Civic Center, streets and properties	Ongoing	High	\$200,000 City Hall \$100,000 Citywide	Repp Loadsman Rukavina	
Facilitate implementation of ADA improvements for concessions	Ongoing			Repp Loadsman Rukavina Downs	Coordinate with concessions through review of annual budgets and improvement plans

**Goal 3: Livability & Quality of Life.**

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

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Establish and implement the Parklands Fund for the maintenance, enhancement and utilization of the City's open space	Q4 2016 and Ongoing	High	\$100,000	Repp Loadsman Rukavina Moritz Downs	Parklands Fund approved by City Council on 10/10/16.
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>	Q3 2018	Low		Repp Loadsman Moritz	

Coordinate with the Public Works Department to identify key maintenance projects to improve landscape areas, parks and open space	Q3 2018	Low		Repp Loadsman Rukavina Moritz	
Assist with design and implementation of irrigation upgrades on PVDW	Q1 2017	Medium		Carl	Partially complete. Evaluating budget to determine additional scope.
Assist with design and implementation of Triangle improvements	Q3 2018	Low		Carl/Sheri/Ken	Design concept approved. PW to prepare specifications and proceed with bid process.
Malaga Cove Plaza Study	Q2 2017	Medium	\$5,000 Grant Match \$150,000 CIP	Repp Loadsman Rukavina Olson LAI and local property owners	Study commenced. Coordinating with LAI and property owners to define objectives. Include updated parking survey. LAI report scheduled to be presented to City Council in July
Lunada Bay Plaza Study	Q4 2016	Medium	\$150,000 CIP		
Street Tree Inventory	Q4 2017	High	\$50,000 CIP	Repp Loadsman Rukavina Moritz	
Tree Management Plan	Q1 2018	High	\$50,000	Repp Loadsman Rukavina Moritz	

#### Goal 4: Communication & Trust

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

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Update website for Planning, Building, Code Enforcement and Parklands	Q3 2016	High		All staff	
Provide GIS on website	Q4 2017	Low		Repp Loadsman GovClarity	Provides ownership, zoning, property data for public use
Provide training to the Planning Commission and Parklands Committee	Ongoing	High		Repp Loadsman 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		Repp Loadsman Corpuz	
Continue coordination with PVHA to effectively communicate development standards	Ongoing	High		Repp Loadsman Corpuz Shellabarger/Burt	

**Goal 5: Improve Organizational Sustainability**

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

Key Action Steps	Projected Timeline	Priority	Budget	Person/Area Responsible	Comments
Staff development and succession planning	Ongoing	Medium		Repp-Loadsman	Focus areas: leadership training, documentation of policies and practices, staff-commission interaction

**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
Coordination with HR Green for staff availability for building inspection services	Ongoing	High		Repp Loadsman HR Green	
Update Natural Hazard Mitigation Plan	Q4 2016	High		PVE PD Repp Loadsman Rukavina	In process. Updating in response to State comments.
Identification of California Water Services facilities	Q4 2017	Medium		Repp Loadsman Rukavina	Confirm locations, need for easements and determine improvements necessary to protect and maintain infrastructure

## 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	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	Q3 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, parking pads, etc.
Evaluate permitting process	Q3 2017	High		Rukavina	Use broader use of administrative process
Increase community awareness of standards and procedures for right-of-way encroachments	Q1 2018	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	Q3 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	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	Q3 2017	High	\$525,700	Rukavina Zaworski	Continued installation of trash screens in 20% of catch basins each year through 2021 Prop 84 grant awarded
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	Complete
Prepare Annual Stormwater Report	Annually in Q4	High		McGowan Beccera	Regional Board requirement
Update developer information	Q3 2017	Medium		Rukavina, Beccera Repp Loadman	

**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; shortlist of vendors has been developed
Implement associate public service request module.	Q2 2018	Medium		Rukavina Wu	For external users; this is an upgrade to existing Report a Concern on City Website

**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	Timeline	Priority	Budget	Person/Area Responsible	Comments
Identify system requirements, existing data and required data acquisition	Q3 2017	Medium		Zaworski	HR Green support.
Upload available electronic data into application; go online.	Q4 2017	Medium		Zaworski	HR Green support.
Scan record information and upload.	Q2 2018	Low		Zaworski Pettit	HR Green support.

**Goal 5: Implement Capital Improvement Program (CIP)**

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

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Annual pavement repair and rehabilitation	Q3 2019	High	\$1,100,100	Zaworski	Annual resurfacing and slurry seal by area. FY16-17 projects complete. Next overlay and slurry seal project to be deferred until FY 18/19 due to budget constraints
Pavement Management System Update	Q2 2017	High	\$75,000	Rukavina Zaworski	Pavement condition analysis for prioritizing pavement rehabilitation. Scope of work and work plan has been developed.
Sewer System Repairs/Upgrades	Q4 2017	Medium	\$585,670	Rukavina Zaworski	Includes Via Coronel/ Via Zurita Sewer Upgrades; RFP for design consultant has been issued. Other upgrades pending sewer condition assessment.
Triangle Landscape	Q3 2018	High	\$121,000	Rukavina Repp Loadsman Tepus, Moritz	Landscape & irrigation by staff; flag poles and lighting by contractor Turf has been removed and mulch placed. Project may be deferred until FY 18-19 due to budget shortfall.

Reduction / removal of rock quarry	Multi-Year	Medium		Rukavina	Develop and implement plan for removal and / or relocation of boulders stored on Paseo Del Mar
Street Tree Inventory	Q4 2017	High	\$50,000	Rukavina, Repp Loadman, Moritz	
Tree Management Plan	Q1 2018	High	\$50,000	Rukavina, Repp Loadman, Moritz	
PVDW Geometric Study (Triangle to Del Puente)	Q3 2017	High	\$125,000	Rukavina Olson	Geometric and traffic study to identify traffic and safety improvements. RFP in development.
On-call Maintenance Contract	Q3 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	Q3 2017	Medium	\$50,000	Zaworski	Compliance with Federal Highway Administration retro-reflectivity standards for roadway signage; first step is GIS-based signage inventory.
Guardrail Replacement	Q3 2018	High	\$200,000	Zaworski	Grant funding awarded; programmed for Federal FY18-19
804 Paseo Del Mar Storm Drain	Q3 2017	High	\$90,000	Zaworski	Repair of collapsed storm drain
Christmas Tree Cove Outfall Repair	Q3 2017	High	\$290,000	Zaworski	Existing drain has been video surveyed; RFP for in development.
<b>Goal 6: Implement Facility Improvements</b>					
<b>SPECIFIC OBJECTIVE:</b> Implement Facility Improvements at City Hall and Police and Fire Stations for improving operations, efficiency, security, and work environment; ADA compliance; and seismic retrofitting.					
<b>Key Action Steps</b>	<b>Projecte d Timeline</b>	<b>Priority</b>	<b>Budget</b>	<b>Person/Area Responsible</b>	<b>Comments</b>
Civic Center Needs Assessment	Q4 2017	High	\$75,000	Rukavina	By outside consultant through RFP process

Implement ADA improvements for City Hall/Civic Center, streets and properties	Ongoing	High	\$200,000 City Hall \$100,000 Citywide	Rukavina Repp Loadman	
Seismic Upgrades	Q3 2018	High	\$806,798	Rukavina Meigs	Pending Civic Center Needs Assessment
Telephone System Upgrade	Q2/Q3 2017	High	\$116,000	Rukavina	Cat 6 cable installation contract has been awarded; telephone installation in Q3 2017. Will work with Prosum.
Expand Office Space at City Hall	Q4 2019	Medium		Rukavina	Pending Civic Center Needs Assessment
Infrastructure Upgrades at City Hall/Police Department	Q4 2019	Medium		Rukavina	Pending Civic Center Needs Assessment

**Goal 7: Implement Emergency Preparedness Activities**

**SPECIFIC OBJECTIVE:** Plan, schedule and execute various activities to support Emergency Operations.

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Debris Management Plan	Q3 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 2019	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	Timeline	Priority	Budget	Person/Area Responsible	Comments
Ongoing Employee Training	Q3 2017	High		Rukavina Tepus Bañales	Safety, OSHA, Risk Management

## Police Department Work Plan

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

Goal 1: To Achieve & Maintain an Environment Which Embraces Organizational & Individual Development, Accountability, and a Focus on the Future					
SPECIFIC OBJECTIVE: Medium					
Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Succession Planning & Staff Development	Ongoing	Medium		Kepley	Supervisory Leadership Institute, Command College, FBI National Academy, Staff Position Rotations
Police Officer Formal Education	Ongoing	Medium		Kepley	Encourage BS, BA, & Masters
Management Site Visits (PDs & Corp)	Ongoing	Medium		Kepley	Visits PDs and Corporate operations
Review & Update Jail Policy & Training Manual	Q1 2017	Low		Kepley	Periodic updates and edits
Review & Update Dispatch/Service Officer Policy & Training Manual	Q1 2017	Low		Kepley	Periodic updates and edits
Update Performance Evaluation Forms	Q2 2017	Medium		Kepley	Needs Police Officers Association and Meet & Confer process Merge with MOU POA Meet & Confer process
Additional/Over-hire Position (To include School Resource Officer duties position?)	Q2 2017	Medium		Kepley	Postponed due to budget constraints
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 to trails and coastline
Conduct Formal Uniform Inspections	Q1 2017	Low		Velez	Focus on professional appearance
Audit Field Training Officer Program	Q1 2017	Low		Kepley	Selection standards, training methods, daily observation reports, records keeping processes, etc.

**Goal 2: Enhance Technology and Equipment to Provide PVEPD Employees the Tools for their Success in Serving the Community**

**SPECIFIC OBJECTIVE:** Evaluate emerging and new products and best practices for police technology and equipment

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Implement Automated License Plate Reader System & Training	Q1 2017	Medium		Best	Proceed with hardware installation, and focus on training. Training complete. Hardware installation in July 2017.
Body-Worn & In-Car Video System	Q3 2018	High		Kepley	Postponed due to budget constraints
Issue replacement Handguns/sell old guns	Q1 2017	High		Velez	In progress, complete by March 1st. Issuance complete; sell back in progress.
Implement Text-911 System	Q3 2017	High		Best, Hengst	In Progress, depends on phone company
Implement headset and direct CAD entry in Communications Center	Q3 2017	High		Best, Hengst	Pending installation of new phone system
Evaluate Ford police vehicles for future fleet transitions	Q2 2016	Low		Best	Need to deploy for 6 months first. Complete.
Enhance City Hall/PD Garage Security	Q1 2017	High		Robinson	Add signs (in progress) and cameras, in progress (complete)
Restore Car 54	Q4 2017	Low		Kepley	Consider future Foundation Funds
Re-paint Via Cerritos Radio Antenna	Q3 2017	Low		Best	Estimates needed
Explore Boat Need & Replacement Cont. - Funding/Option	Q1 2018	Low		Kepley	Evaluated need; Consider Police Foundation, grants, donated boats from other agencies' surplus equipment
Inventory/Audit Ballistic Helmets & Gas Mask Equipment & Training Needs	Ongoing	Low		Eberhard	Set up biennial inspection process
Inventory/Audit Ballistic Vests	Ongoing	High		Eberhard	Set up biennial inspection process

**Goal 3: Community Outreach and Communication**

**SPECIFIC OBJECTIVE:** Increase presence on social Media, enhance community communications and notification systems.

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
Engage Residents with Street Meets	Ongoing	Medium		Kepley	LACoFD included
Social Media Monitoring (inbound/intel)	Q1 2017	Medium		Robinson	Defunded due to budget constraints.
Develop a Police Dept. Facebook page	Q4 2016	Medium		Robinson	New FB Page done; enhancements ongoing
Crime Mapping on Website (for residents' use)	Q2 2017	Medium		Best	Not funded
Patrol Officer Engaged at Schools	Ongoing	Low		Velez	Informal daily visits/presence for policing, but also for mentoring

**Goal 4: Improve Police Services and Department Programs**

**SPECIFIC OBJECTIVE:** Develop responsive strategies and best practices in policing

Key Action Steps	Timeline	Priority	Budget	Person/Area Responsible	Comments
First Aid training and kits (Hawthorne PD)	Q4 2017	Medium	\$3,000	Best, Eberhard	Equip needed, training needed. Postponed due to budget constraints (will consider COPs funds).
Traffic Plan and Enhanced Safety ‘	Q3 2017	High		Velez, Rukavina	Part of overall City plan
Lunada Bay Safety Plan	Q4 2017	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 Loadsmen	Best assumed duties in Q2 2017
Procure 2nd 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	Q3 2018	High		Kepley	In conjunction with City Engineer.

CJIS Security Policy Compliance & implement security measures (Server room access control, etc.)	Q4 2016	High		Kepley	Training complete; IDs created; protocols in place.
Activate Police Phone App	Q2 2017	High		Best	Recently approved to move to implementation phase
Implement Range Management Plan	Q4 2017	High		Best, A. Gonzales	
Review Service Officer Staffing Plan	Q2 2017	Medium		Best, Hellinga	Coordinate with POA and HR for negotiations
Temporary test program of afternoon traffic control at Via Corta and PV Drive West	Q4 2017	High		Best	
<b>Goal 5: Develop City's Emergency Response Capability and Infrastructure</b>					
<b>SPECIFIC OBJECTIVE:</b> Develop Facility, Plans & Process, And Staff to Achieve an Emergency Response & Management Capability					
<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 Acquired. Needs set-up
Develop EOC Position Training	Q2 2017	High		Herrera	Some already done, more planned
Staff training related to Emergency Operation Center	Ongoing	High		Herrera	