

A Strategic Workplan Fiscal Year 2024-25 (Continued from October 28, 2024)

Recommended Action: Adopt the Strategic Workplan for Fiscal Year 2024-25.

Staff Contact: Deputy City Manager Brown, 456-2489, ext. 300



Council Agenda Report

To: Mayor Stewart and the Honorable Members of the City Council

Prepared by: Alexis Brown, Deputy City Manager

Reviewed by: Joseph D. Toney, Assistant City Manager

Approved by: Steve McClary, City Manager

Date prepared: October 1, 2024 Meeting date: November 12, 2024

Subject: Strategic Workplan Fiscal Year 2024-25 (Continued from October 28, 2024)

RECOMMENDED ACTION: Adopt the Strategic Workplan for Fiscal Year 2024-25.

FISCAL IMPACT: There is no fiscal impact associated with the recommended action.

DISCUSSION: At the Special City Council meeting of September 18, 2024, the Council conducted a review of the City's FY 2023-24 Strategic Workplan, addressing both completed projects and the addition of new high-priority items for FY 2024-25. As part of this review, five projects from the previous Workplan were marked as completed and moved into day-to-day operations for continued implementation and monitoring.

These completed projects are:

- Classification and Compensation Study
- Malibu High School Coastal Development Permit (CDP)
- Accessory Dwelling Unit (ADU) Ordinance
- Exterior Elevated Elements Ordinance (E3)
- Fee Schedule Update

Considering these completions and a reevaluation of current city priorities, the Council identified five new high-priority projects to be incorporated into the FY 2024-25 Strategic Workplan.

These projects are crucial for addressing key safety, infrastructure, and financial priorities in the coming year:

1. PCH Safety Initiatives
2. PCH Las Flores and Ramla Pacifica Intersection Improvements
3. Impound Yard
4. “Snack Shack” at Malibu Bluffs Park
5. Fund Balance Policy

Background

On September 27, 2023, the City Council approved the City’s first Strategic Workplan to help focus and prioritize staff efforts on the most important projects. This workplan was the result of an extensive conversation between the Council and City staff leadership during a series of productive workshops earlier in the year. These discussions addressed the difficult challenge of managing a finite staff that must balance a significant load of day-to-day operations, while also responding to community demands for special projects.

Since the adoption of the Strategic Workplan, the Council has received updates on its progress, with the last update provided in February 2024. Due to the high volume of daily operational tasks, further updates have been delayed. Despite this, staff has made substantial progress, completing several key projects, which are now in the monitoring and implementation phase.

Since the workplan’s approval, additional high-priority projects have been assigned to staff that were not included in the original plan. Considering these new priorities, staff is requesting that the Council review the current list of projects and provide guidance on how to reprioritize the workload for the next six months.

The City Council held a Special Meeting on September 18, 2024. With this updated workplan, staff is seeking direction from the Council to proceed with the implementation of the new high-priority items, while continuing to manage daily operations.

ATTACHMENTS: Proposed Reprioritized Strategic Workplan for FY 24-25

Strategic Workplan FY 24-25

Core Focus	Project	Dept	Team Lead(s)	Project Status	Summary	Timeline (Deliverables Over Next 6 Months)
Top Workplace Culture	Recruitment & Retention	M&A	J.Toney, A.Brown, HR, Policy Ad Hoc	In Progress	In February 2024, the Malibu City Council adopted the Winter Closure as a permanent policy. The staff and Policy Ad Hoc committee have completed a draft of the Code of Conduct, which is scheduled for presentation on October 14, 2024. Meanwhile, staff continues to assess and refine employee recruitment and retention strategies, focusing on enhancing health and wellness benefits, as well as providing training and leadership development opportunities.	Recruitment system onboarding module by March 2025 Recruitment Campaign updates (recruitment video, revamped flyers, fairs, etc.) by March 2025
Preservation of Malibu's Rural Character	School District Separation	M&A	S.McClary, A.Brown, School Separation Ad Hoc	Near Completion	The City of Malibu is actively working with the Santa Monica-Malibu Unified School District (SMMUSD) to finalize a separation package that includes a Revenue Sharing Agreement, Operations Agreement, and Joint Powers Authority (JPA) Agreement. These agreements outline how resources and services will be shared or divided between the two districts. The SMMUSD Board is scheduled to vote on the package on October 24th, and the City will adopt it shortly after. The separation package, along with the City's 2017 petition, will be presented to the County Committee in November. If approved, the petition will advance to the State Board of Education for final review.	Completion of the Separation Package Finalize the separation package, which includes the Revenue Sharing Agreement, Operations Agreement, and Joint Powers Authority (JPA) Agreement. SMMUSD Board Vote (October 24th) SMMUSD will hold a public vote to approve the finalized separation package. City Council Adoption The Malibu City Council will formally adopt the separation package, aligning with SMMUSD's approval. County Committee (November) The City and SMMUSD will jointly present the separation package, along with Malibu's 2017 petition, to the County Committee for review. Two hearings will be scheduled to hear the City's petition on Separation; one in Malibu and the other in Santa Monica. Should the County Committee approve the petition for separation, the City's petition will advance to be heard by the State Board of Education.

Strategic Workplan FY 24-25

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Preservation of Malibu's Rural Character	Malibu Community Lands	M&A/PL/ESD/PW	A.Brown	Near Completion	The City Council awarded a contract to Tripepi Smith on February 12, 2024, to lead community outreach and engagement for the master planning of five city-owned parcels. Phase 1 (April-June) has been completed, and Phase 2 is taking place from August to September, with one final community meeting scheduled for September 17, followed by a second survey. Alongside this, the City has conducted a technical review to evaluate environmental restrictions and assess the feasibility of potential developers on each property. The outcomes report will be presented at a special City Council work session the week of October 21, and for formal action at the October 28 meeting.	Conduct the final community meeting on September 17, 2024, and distribute the second survey. (October) Present the outcomes report, including community feedback and technical review findings, at the City Council work session the week of October 21. Bring the report before the Council for action at the regular meeting on October 28, 2024. Pending Council direction, prepare to issue RFPs for Master Planning & Design services for the city-owned parcels, as applicable. (Ongoing) Continue engaging the community throughout the planning and design phases.
Effective & Efficient Government	Housing Element	PL	M.Tamuri	Near Completion	The City has met the milestones laid out in the Housing Element Stipulated Judgment. The City's revised 6th Cycle Housing Element was submitted to the California Department of Housing and Community Development (HCD) on October 4, 2024. On October 17, the Local Coastal Program (LCP) amendments (Ordinance 523 and Resolution No. 24-49) were transmitted to the California Coastal Commission (CCC) for its certification review. On October 18, 2024, an executed copy of Ordinance 523 approving the Malibu Municipal Code (MMC) and Local Coastal Program (LCP) amendments was submitted to HCD along with proof that the LCP amendments were submitted to the CCC. In addition, these documents were transmitted to the HCD legal team and the State Attorney General. City staff anticipates receiving the certification letter from HCD as it previously found that the draft housing element met the statutory requirements of State Housing Element Law.	Next Steps: October 18 – Submit the Local Coastal Program amendment to the Coastal Commission; work with Commission staff to ensure the amendment is complete for processing. November 2024 - Develop a work plan to implement the Housing Programs contained in the Housing Element. Begin work on implementing the work plan including, processing the remaining required code amendments, creating a housing resources web page, and developing informational handouts regarding fair housing

Strategic Workplan FY 24-25

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Effective & Efficient Government	Development Services Report (Baker Tilly) Implementation	M&A/PL/ESD/PW	J.Toney	In Progress	Summary memo provided to Council on December 11, 2023. New Queue Management System for front Counter implemented beginning of January 2024, helping with organization and in-person flow. All 46 recommendations in various stages. ESD, PL, and PW: Continue to coordinate with CM office.	Creation of Community Development Department - return to Council with Director Job Description, Department Org Chart, and Business plan by December 2024.
Effective & Efficient Government	Development Services Software (Blue Beam and Land Management System)	M&A/PL/ESD/PW	J.Toney	In Progress	ESD, PL, and PW: Continue to coordinate with CM office. Departments have been updating the digital document submittal software to replace the existing method.	Land Management System - negotiate contract with vendor to acquire system and project prep by December 2024.
Preservation of Malibu's Rural Character	Permanent Skate Park (Construction)	CS/PW	K.Riesgo	In Progress	The Environmental Review Board analyzed the Final EIR Addendum No.3 in October 2023. In November 2023, the Planning Commission reviewed the final design, certified Addendum No. 3 of the Final EIR, and approved Coastal Development Permit No. 23-001 to construct the 12,500 square foot Skatepark and associated development. In December 2023, a project appeal was filed. In January 2024 Council approved California Skateparks Addendum No. 3 to fund design and engineering for the irrigation restroom facility. February 2024 Council reviewed the appeal and approved the settlement agreement. The settlement agreement included a 90-day appeal period which ended in June 2024. Staff worked with the skatepark designer, California Skateparks, to finalize the park design implementing the changes outlined in the settlement agreement.	Project is anticipated to send out for construction bidding by January 2025. Construction will proceed during the Spring of 2025.

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Environmental Stewardship	Coastal Vulnerability Assessment	ESD	Y.Bundy	In Progress	Phase 1 of the Assessment project concluded on November 16, 2023, with both in-person and virtual public workshops presenting sea level rise scenarios for Malibu's coast. A robust outreach campaign in October-November 2023 included over 3,000 postcards, 800 emails, 332 calls, meetings with stakeholders, and various media efforts. The project has now entered Phase 2, with follow-up meetings and beach site visits during the King Tide for feedback. A second workshop is set for February 15, 2024, at City Hall to review findings, discuss survey results, and regulations. The project is on track to meet deadlines with continued outreach.	In person and virtual workshops were held (April 18 and 30) to summarize technical findings, present survey results, discuss regulations, and understand the community's desired direction. Currently, a 2nd public survey is open to gather further community input on this project. This will conclude the technical assessment and a date will be set for Council presentation.
Environmental Stewardship	Geotechnical and Coastal Engineering Guidelines	ESD	Y.Bundy	Near Completion	Staff continues to work with the City's geotechnical consulting firm to update the existing Geotechnical Guidelines. Draft guidelines are under review internally. Due to the continued effort to prioritize Woolsey Fire rebuilds, including fire rebuild revisions that are under construction, and the expected increase of incoming projects into the Building Division from the Planning Department, ESD has implemented new deadlines for this project.	Staff redirected priorities due to ongoing efforts of landslides and departures of upper level management staff. Staff is now expecting this to be completed in the 1st quarter of 2025.
Effective & Efficient Government	Information & Technology Strategic Plan Implementation	All	J.Toney	In Progress	Council Awarded (October 23, 2023) the agreement to SDI., to conduct the Assessment and Strategic Plan. Kick-off at beginning of December. November 2023 - April 2024 consultant researched, investigated, and interviewed to prepare a complete IT strategic plan. August 2024 - conducted a "Blue wall" session to prioritize the projects over a 5 year timeline.	Adopt IS Strategic and Cybersecurity Plan by December 2024. Identified projects will be ongoing.

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Preservation of Malibu's Rural Character	Malibu Community Labor Exchange Permanent Office	M&A/PL/ESD/PW	A.Brown	In Progress	Plans for the permanent Malibu Community Labor Exchange (MCLE) office are over 90% complete. On August 12, the City Council approved the Wastewater Allocation Policy to enable utility services at the project site. The Environmental Sustainability Department (ESD) and Planning are ensuring that the office design complies with the Local Coastal Program (LCP) and handling necessary plan checks and permits. Additionally, Santa Monica College and LA County have completed the design for the undergrounding of	September - October 2024: Finalize the office design, incorporating all programmatic needs and ensuring compliance with the Local Coastal Program (LCP): November 2024: Submit Final Design and Construction Package to CDBG for Review. December 2024: Finalize construction documents and prepare to issue the project for bid on December 1, 2024. January 2025: Award the construction contract
Effective & Efficient Government	Civic Center Water Treatment Facility Phase 2	PW	R.Duboux	In Progress	PW: Staff met with the Regional Board to address how a recent Cultural Resource discovery will impact the project. The Regional Board agreed to modify Phase 2 boundaries to exclude affected properties. Staff is working on these changes to keep the project moving. ESD: Coordinating with PW and provided OWTS tracking for Serra Retreat. PLN: Coordinating with PW. An Addendum to the Final EIR and a CDP hearing are needed. 8/30/24 (PW): City Council received an update on Phase 2, with plans to shift Serra Retreat to Phase 3 and move Malibu Road properties to Phase 2. The MOU is expected to be updated by year-end.	The Regional Board has scheduled the amendment to the MOU in November 2024. The City will proceed with approving the MOU amendment by February 2025. The project's redesign will proceed after the City approves the MOU amendment.
Public Safety	PCH Signal Synchronization Project	PW	R.Duboux	Near Completion	Project is proceeding per plan without any issues. 8/30/24 (PW) - The conduit from Topanga Canyon Road to John Tyler is almost complete. The next phase of the project includes the installation of the new traffic signal poles and the signal controllers.	It is anticipated that the majority of the infrastructure portion of the project will be completed by the end of December 2024.
Public Safety	PCH Las Flores and Ramla Pacifica Intersection Improvements	PW	R.Duboux	Started	This project, identified on the 2015 PCH Safety Study, will evaluate the existing intersections and construct new intersection improvement intended to improve safety.	A Request for Qualification for design services has been issued. It is anticipated that the selection of the design consultant and the approval of the design agreement will be completed within the next 6 months.

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Public Safety	PCH Safety	M&A/PW/PS	A.Brown, S.Duenas, R.Duboux	In Progress	<p>Speed Camera Implementation: The City has launched an RFP to develop a Speed Safety System Use Policy and Impact Report. Speed cameras will be installed at five high-risk locations along PCH, with full implementation by November 2025.</p> <p>Grant-Funded Operations: The City secured a \$460,000 Office of Traffic Safety grant to fund four DUI checkpoints, eight saturation patrols, and the "Malibu-Surf.Sand.Slow" education campaign to promote safer driving habits.</p> <p>PCH Median Improvements: Completed from John Tyler Drive to Puerco Canyon Road to enhance safety.</p> <p>Traffic Signal Synchronization: Fiber optic lines are being installed, and additional safety features are being added to improve signal timing and reduce speeding. Completion by year-end.</p> <p>Intersection and Pedestrian Enhancements: Upcoming safety projects include crosswalk and intersection improvements at various locations on PCH.</p>	<p>October 2024 Issue RFP for Speed Safety System Use Policy and Impact Report Continue PCH Traffic Signal Synchronization project</p> <p>November 2024 Select and contract consultants for the Speed Safety System Use Policy and Impact Report First DUI checkpoint and saturation patrol</p> <p>December 2024 Consultants begin drafting Speed Safety Use Policy and Impact Report Continue PCH intersection and pedestrian safety improvements</p> <p>January 2025 Prepare for public review of the Speed Safety Use Policy and Impact Report Complete Traffic Signal Synchronization project</p> <p>February 2025 Begin 30-day public review of Speed Safety Use Policy and Impact Report</p> <p>March 2025 Council adoption of the Speed Safety Use Policy and Impact Report</p>
Public Safety	Permanent Impound Yard	PS	S.Duenas	Started	Establish a location for a year-round, day-use impound site to facilitate towing vehicles that pose public safety hazards.	12/31/24 - Schedule agenda item for the City Council to discuss options.
Preservation of Malibu's Rural Character	Permanent Snack Shack - Malibu Bluff's Park	CS	K.Riesgo	Started	This project includes the construction of a new 2,000 - 2,200 SF pre-fabricated structure at Bluffs Park to accommodate a new food/kitchen area, storage area and restroom facilities.	Design contract will be sent to City Council in November. A project kick off meeting and schedule will be developed that includes a pre-fabricated structure.
Fiscal Sustainability	Fund Balance Reserve Policy	M&A	J.Toney	Started		Discuss options with A&F by December 2024.

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Public Safety	Public Safety Projects	PS/PW	S.Duenas, R.Duboux	In Progress	<p>Automatic License Plate Reader (ALPR) Cameras: Staff is working with Public Works to obtain encroachment permits from CalTrans and install poles on PCH for the cameras.</p> <p>KBUU Antenna: Staff is working with Public Works to install a pole for the</p> <p>KBUU Antenna. A design plan has been submitted to Planning to determine next steps.</p> <p>Sheriff's Substation: No update at this time. Staffing shortages and the tower are still cited as obstacles.</p>	<p>ALPR cameras will be installed by November 2024</p> <p>KBUU Antenna: It is anticipated that the project's CDP will be approved. If this occurs within this time period, staff will send this projet out for construction bidding.</p>