CITY OF COSTA MESA

SIX-MONTH STRATEGIC OBJECTIVES

THREE-YEAR GOAL: RECRUIT AND RETAIN HIGH QUALITY STAFF						
WHEN	**WHO**	**WHAT**	**STATUS**			**COMMENTS**
			DONE	ON TARGET	REVISED	
1. Dec. 1, 2021	HR Manager	Initiate the process to map and evaluate the employee recruitment process to innovate and modernize recruitment and commence development of the succession plan and present to the City Manager.	X			Succession Plan Contract awarded to CPS Consulting Services for the development of the Citywide Succession Plan and modernization of recruitment and hiring practices. Work is underway
2. Dec. 1, 2021	City Manager	Present to the City Council for consideration the first phase of hard-to-fill positions requiring a market adjustment based on current data.	X			City Council approved Phase 1 and Phase 2 of the hard-to-fill and hard-to-retain compensation adjustments.
3. June 1, 2022	City Clerk	Perform a market analysis of City Council compensation for comparable agencies and special districts within the county and report results to the City Manager.	X			Preliminary Council Compensation Survey has been provided to the City Manager.
4. Spring 2023	HR Manager	Launch the Costa Mesa University Wellness, Leadership, Training and Mentorship Program for all city employees.			X	Finalizing initial phase of training offerings for Costa Mesa "U" in conjunction with implementation of Neogov Learn module.
5. March 15, 2022	HR Manager	Develop HR staffing recommendations for inclusion in the mid-year budget to be presented to the City Council for consideration.	X			Implementation scheduled for April 2023.

6. Spring 2023	HR Manager, in concert with the IT Director	Update and begin implementation of the online employee onboarding, training and evaluation processes by updating the NeoGov System.	X			NeoGov contract signed. "Onboarding" implementation completed and live. "Learn" module in implementation process and scheduled to go "live" in February 2022. "Onboard" implementation in progress to be followed by "Perform." Module in implementation process.

THREE-YEAR GOAL: ACHIEVE LONG-TERM FISCAL SUSTAINABILITY						
WHEN	**WHO**	**WHAT**	**STATUS**			**COMMENTS**
			DONE	ON TARGET	REVISED	
1. Dec. 15, 2021	Finance Director	Develop and define a quarterly report format, including financial metrics, to improve fiscal transparency and report to the City Council and FIPAC	**X**			Distributed the FY 2021/2022 1st 2nd, and 3rd Quarter Financial Reports, and FY 2022/23 1st Quarter Financial Report to the City Council and FiPAC, and posted to the City's website.
2. June 1, 2022	Economic and Development Services Director, working with the City Attorney	Secure a consultant for the Economic Development Strategic Plan.	**X**			The Request for Proposals has been prepared. **6/21/22** –City Council approved PSA with Tech Coast Consulting Group (TCCG).
3. March 15, 2022	IT Director, working with the Police Chief and Finance Director	Procure and implement an upgrade of the public safety systems, subject to Dept. of Justice approval, and citywide database servers.	**X**			PD MDCs completed. Fire MDCs on order, shipping 02/2023. Installation of Phase 3 PC Refresh for PD, PW, and Fire completed.
4. March 15, 2022	Finance Dir., working with the Development Services Director	Provide an update to the City Council regarding the state of retail cannabis implementation, including revised revenue projections.	**X**			Mid-Year Budget Study Session provided to City Council with an update on all General Fund revenues including Retail Cannabis for FY 21/22 budget. Additional updates provided in context of FY 2022-23 Budget. Updates are included in the quarterly financial reports.

THREE-YEAR GOAL: STRENGTHEN THE PUBLIC'S SAFETY AND IMPROVE THE QUALITY OF LIFE						
WHEN	**WHO**	**WHAT**	**STATUS**			**COMMENTS**
			DONE	ON TARGET	REVISED	
1. Weekly	Asst. City Manager (lead), working with the Communications Team	Enhance the Communications and Engagement Plan to support the public's health, safety and quality of life and present results to the City Manager.	**X**			Weekly communication plan presented to City Manager.
2. September 1, 2022	Public Works Dir., working with the Police Chief and a consultant	Present a plan to reduce collisions and injuries on roadways, including providing 3-5 options for City Council direction.	**X**			**11/2/21** - Third stakeholder working group held to review safety countermeasures for case study locations, counter measure toolbox, and best practices. **11/17/21** -Public outreach meeting scheduled. Consultant prepared draft Local Road Safety Plan with traffic safety countermeasures and applications to reduce collisions and injuries on roadways. **3/8/22**- Revised report sent to Stakeholder Working Group for review. Consultant incorporated Stakeholder Working Group comments. **4/6/22** - Stakeholder comments received on March 18. Consultant incorporated comments and submitted Local Road Safety Plan (LRSP) on April 4. **5/4/22** - Presentation of LRSP to Active Transportation Committee. **6/6/22**: LRSP revised based on comments received and submitted. **9/1/22**: A memo with final LRSP report sent to City Council .

3. ~~March 15, 2022~~ Spring 2023	Police Chief – lead, City Manager, Parks and Community Services Dir., and Fire Chief	Engage the community to obtain feedback on the community's sense of safety and well-being and present results to the City Council			**X**	Police Dept. developing a community survey and potential platforms and channels of distribution. **1/5/22** - Survey draft completed and shared with department directors for feedback and finalization. Numerous Meet and Greet opportunities have been held for new Police Chief to discuss public safety goals and measures with community groups with additional potential meetings underway. **3/2/22** – Finalized draft community survey submitted to City Manager. **4/25/22** – After completing a very successful five-year CMFR strategic plan, the Fire & Rescue Department recently initiated a new five-year CMFR strategic planning process, which will result in a new Community Driven CMFR Strategic Plan (2022-2027), in alignment with the City Council's strategic goals and objectives. The process included obtaining feedback related to safety and services from a range of community stakeholders, as well as input from internal stakeholders. A draft report is currently being worked on and will be shared with the City Council. **11/15/22** CMFR Strategic Plan 2022-2027 was approved by Council. Implementation to occur 1st quarter of 2023. **6/2/22** – Received and made edits from City Manager. Sent to PD, Fire and Parks for review. Once that is complete, will get it back to City Manager for one last review and then create and circulate survey.

						Chief Lawrence hosted Listening Tour events at several locations throughout Costa Mesa with the Mayor and/or the respective Councilmember who could attend these meetings: • **8/3**: District 3 at Vanguard University • **8/17**: District 1 at Mesa Verde United Methodist Church • **8/22**: District 2 at Newport Mesa Unified School District offices • **8/24**: District 6 at Boys and Girls Club • **9/7**: District 4 meeting to be held • **9/21**: District 5 meeting to be held Each event has been attended by residents who have voiced concerns or given input. Some of the concerns that needed a follow-up were documented by staff and shared with the appropriate Unit. Two requests from the Listening Tours were handled by PAM Fyad. With the updated and revised Community Public Safety Survey, based on the input received from the Police Chief's Listening Tours, will be released by month end.

4. Spring 2023	Parks and Community Services Director	Update the City Council on the Open Space Master Plan, with a focus on access to parks.			**X**	**12/7/21** - City Council approved an agreement with RJM Design Group to complete the Open Space Master Plan (not-to-exceed $56,600). The Master Plan review is underway, with stakeholder interviews and phone surveys in progress. Community meetings will be next, with publicity to go out in the coming weeks. The update process is expected to be complete in fall 2022. **8/29/22** - Draft report is being prepared for presentation to the Parks and Community Services Commission in October. After community input at the Commission, the draft will be presented to the City Council at a study session in November for review and public comment. **10/7/22** – Staff are reviewing the draft master plan report, and preparing to schedule study sessions with the parks commission and the city council. 1/09/23- Staff are finalizing the draft master plan report and preparing to schedule a study session with the Parks Commission and City Council.
5. April 30, 2023	City Manager	Present options to the City Council for a behavioral health response model.			**X**	Reviewing best practices and conducting outreach to potential providers. Made contact with 3 cities for potential opportunities to collaborate and exploring available funding streams. Seeking sustainable funding to develop a pilot program.

6. FUTURE OBJECTIVE _____, 2023	Asst. to the City Manager, working with the Communications Team	Identify, develop and implement a measurement tool(s) to determine the effectiveness of the City's communications and public engagement with all segments of the community.				**01/09/23** -- PIO and Assist. to the City Manager will enlist a consultant to determine next steps.

THREE-YEAR GOAL: DIVERSIFY, STABILIZE AND INCREASE HOUSING TO REFLECT COMMUNITY NEEDS						
WHEN	**WHO**	**WHAT**	**STATUS**			**COMMENTS**
			DONE	ON TARGET	REVISED	
1. Dec. 1, 2021	Asst. City Manager – lead, Development Services Dir., City Attorney	Present to the City Council opportunity sites for potential motel conversions with site control options.	**X**			**11/16/21**- Two proposed sites approved by the City Council. **12/14/21** – County Board of Supervisors approved one site (Motel 6) for submission to the State by the deadline of 1/31/22. **4/27/22** – City announced State HCD approval of $10.7 million for motel conversion in Costa Mesa (Project Homekey). **12/8/22** – Motel 6 financing closed and site acquired by the County. Permits approved and construction to begin Jan 2023. Phase 1 projected completion in October 2023. CDP to apply for Tax Credits for Phase 2 in March and July 2023.
2. Dec. 15, 2021	City Attorney and the Development Services Dir.	Present to the City Council for action necessary code amendments to address SB 8, 9, and 10.	**X**			**12/7/21** - City Council adopted an urgency ordinance adopting changes to Title 13 (Zoning) relating to the implementation of Senate Bill 9 for the creation of two residential units per lot and urban lot splits in single family residential zones; and declaring the ordinance an urgency measure to take effect immediately.

3. Dec. 15, 2021	City Manager, working with the City Council	Initiate and convene a Citizens Advisory Group to discuss Measure Y and Housing Element compliance.	**X**			Measure K was adopted by the voters in the November 2022 elections.
4. Feb. 1, 2022	Development Services Dir.	Present to the City Council for action the Housing Element.	**X**			**11/8/21** - The initial Housing Element presentation to the Planning Commission took place. On target for City Council discussion in January 2022 and final adoption on February 1st **2/1/22**- The City Council adopted a Resolution approving the City of Costa Mesa's 2021-2029 (Sixth-Cycle) Housing Element.
5. Spring 2023	Development Services Dir. and City Attorney	Present to the Planning Commission a draft Inclusionary Housing Ordinance.	**X**		**X**	Keyser Marston Associates, the City's inclusionary housing consultant, has completed a draft of the required technical report. On target for presentation of options to the City Council and Planning Commission in spring 2023.
6. FUTURE OBJECTIVE _____, 2023	Development Services Dir. and City Attorney	Initiate a draft STR Ordinance and an evaluation of program implementation options.		**X**		**11/2/21** – City Council approved an urgency ordinance prohibiting STR's (except for home sharing). Staff will investigate opportunities for a permitting system and return to Council.
7. FUTURE OBJECTIVE _____, 2022	Development Services Dir. and the City Attorney, working with Jamboree Housing	Present to the City Council for consideration a development plan and land use documentation for affordable senior housing at the Senior Center site.			**X**	Jamboree Housing has initiated meetings with staff and submitted an application for a senior housing project on the City Senior Center site 2022. The City Manager approved an extension of the ENA in mid-2022 and site planning and technical analyses are underway.

THREE-YEAR GOAL: ADVANCE ENVIRONMENTAL SUSTAINABILITY AND CLIMATE RESILIENCY						
WHEN	**WHO**	**WHAT**	**STATUS**			**COMMENTS**
			DONE	ON TARGET	REVISED	
1. 2023	Public Works Director	Present the Pedestrian Master Plan update to the City Council for direction.			**X**	**10/6/21** – 2nd Public Outreach meeting held. **12/1/21** – Draft recommendations and draft Pedestrian Master Plan recommendations presented to the Active Transportation Committee (ATC). **1/19/22** – A special meeting of the ATC focused on the Pedestrian Master Plan. **3/8/22** - Draft recommendations and plan revised to incorporate and address comments. **4/6/22** - Draft plan submitted on April 6. Public outreach conduced April 27 to review draft plan. Draft Plan uploaded to City website. **5/4/22** – Draft plan posted to City website on 4/14. Public outreach meeting held on 4/27. **6/6/22**: Comment matrix with responses sent to ATC on 5/6. **6/22/22** – ATC voted unanimously to move the Pedestrian Master Plan forward to Planning Commission. **8/30/22:** Pedestrian Master Plan to be scheduled for Planning Commission in 2023

2. 2023	Public Works Director, working with the City Manager	Develop a scope of work for the Climate Action and Adaptation Plan and present to the City Council for action.			**X**	Staff is currently conducting research on best practices in CAAP development, including detailed review of climate action plans of several cities in California. Staff has also developed a draft community survey titled "Climate Ready Costa Mesa: Community Survey" to gauge Costa Mesa residents' concerns and priorities in climate change. The survey is expected to be launched in early 2022. **1/5/22** – Staff has completed research on best practices and lessons learned, and is currently working on developing a draft scope of work for Costa Mesa. **3/8/22** - City staff has developed a draft Climate Action and Adaptation Plan (CAAP) and it is currently being reviewed by the City Manager. Project on hold pending recruitment of Energy & Sustainability Manager

3. July 15, 2022	Public Works Director	Provide an update of the Stormwater Management Master Plan to the City Council.	X			**<u>Phase 1</u> - Existing Conditions Assessment Review (ECAR)** • Data Collection of Record Information: ***Completed*** • Site Assessment and Inspection: ***Completed*** • Base maps Development: **Ongoing** • Existing and Proposed Hydrologic/ Hydraulic Analysis (EHH): **Ongoing** **6/16/22** - Public Workshop # 1 to review Draft ECAR conducted. **7/15/22** - ECAR & Phase 1 completed and sent to City Council. **<u>Phase 2</u> - Storm Drain Master Plan (SDMP) Update** **July 2022**: Proposed Storm Water Alternatives Improvement Map (SWAIM) and hydraulic models to be incorporated. **Late 2022**: Phase 2 expected to be completed. **January 2023**: Public Workshop #2 to review Final SDMP. **<u>Phase 3</u> - Drainage System Upgrade Fees and Financing Study** **September 2022**: Draft fee upgrades & finance study begins. **Early 2023**: City review of fee upgrades and finance study beings. FiPAC & Planning Commission meetings scheduled. **<u>Phase 4</u> - Westside Storm Drain Improvements** **Summer 2023**: Final review of Plans Specs & Estimates (PS&E) scheduled to begin.

4. 2023	Public Works Director, working with the Development Services Dir.	Re-evaluate the existing Municipal Sustainable Policy, including landscape, organic waste and infrastructure planning and present the results to the City Council for action.		**X**		Staff mobilized Costa Mesa Green Team (representatives from Public Services & Development Services) to review existing policy developed in 2007 and conduct research on ways to advance sustainability at City owned facilities and infrastructure. Staff recruited members of 'Sustainability Working Group', representatives from all City Departments to provide suggestions to improve the Sustainable Municipal Green Policy. **1/5/22** – The Costa Mesa Green Team has conducted research on best practices in municipal sustainability and has developed preliminary goals. The Sustainability Working Group members, representing all City Departments, have been identified and the first internal workshop to review the policy will be held in early January. **3/8/22 -** City staff completed the draft Sustainable Municipal Green Policy (SMGP) update and a draft was transmitted to City Manager and other Departments. The Green Team celebrated Earth Day and Arbor Day while implementing the tentative policies of the SMGP. The SGMP update is on hold pending recruitment of Energy & Sustainability Manager.