

CITY OF COSTA MESA
SIX-MONTH STRATEGIC OBJECTIVES
September 27, 2021 through March 15, 2022

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		Contract awarded to CPS. Kick off meeting has occurred and meetings with Leadership Team are being scheduled.
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	Market adjustment recommendations will be presented to City Council for approval at the December 7 th City Council Mtg.
3. Jan. 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		November 2021 – Staff will commence surveying comparable agencies and gather data regarding City Council compensation.
4. Jan. 15, 2022	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. Jan. 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		Analysis to begin in December.

6. March 1, 2022	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. Implementation process initiated for NEOGOV “Onboard”, “Learn” (Training) and “Perform” (Evaluation) modules.
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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		Met with FiPAC and finalized the quarterly reporting format. On target to distribute to City Council and FiPAC the FY 21/2022 1 st Quarter Financial Report. Financial metrics being identified.
2. March 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 for release in coordination with City Attorney and Finance staff. On target for consultant selection in March.
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		Working with PD to procure and implement MDCs. DOJ approval for MDCs and PCs was approved. Testing City software on test server before implementing on Citywide production servers. Testing Vehicle Damage Log System. Obtaining quotes for Phase 3 of PC Refresh.

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		Both Departments are monitoring and updating the timeline of processing interested businesses and realigning revenue projections accordingly.
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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 Enhancements presented with City Manager
2. March 15, 2022	Public Services 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		<p>November 2, 2021 - Third (3rd) Stakeholder working group held to review safety countermeasures for case study locations, counter measure toolbox, and best practices.</p> <p>November 17, 2021 -Public outreach meeting scheduled.</p> <p>I/P: Consultant preparing draft Local Road Safety Plan with traffic safety countermeasures and applications to reduce collisions and injuries on roadways.</p>
3. March 15, 2022	Police Chief – lead, Asst. 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		I/P: Police Dept. looking to send out a community survey. Staff is researching survey questions and potential platforms and channels of distribution.
4. March 15, 2022	Parks and Community Services Director	Update the City Council on the Open Space Master Plan, with a focus on access to parks.		X		Scheduled for City Council Agenda on December 7, 2021

5. March 15, 2022	Asst. City Manager	Present options to the City Council for a behavioral health response model.		X		Reviewing staff reports and council actions. Made contact with 3 cities to look at opportunities to collaborate.
6. FUTURE OBJECTIVE _____, 2022	Asst. 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.				

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		November 16, 2021 - Two proposed sites will be presented for Council consideration.
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		An Urgency Ordinance has been prepared for presentation to the City Council at the December 7, 2021 meeting.
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		October 19, 2021 – The City Council approved formation of a Housing Ad Hoc Committee.
4. Feb. 1, 2022	Development Services Dir.	Present to the City Council for action the Housing Element.		X		November 8, 2021 - The initial Housing Element presentation to the Planning Commission took place. On target for City Council action in January 2022.
5. March 15, 2022	Development Services Dir. and City Attorney	Present to the Planning Commission a draft Inclusionary Housing Ordinance.		X		Keyser Marston Associates, the City's inclusionary housing consultant, has completed the first draft of the required technical report. On target for a presentation of an Ordinance to the Planning Commission by March 2022.

6. FUTURE OBJECTIVE _____, 2022	Development Services Dir. and City Attorney	Initiate a draft STR Ordinance and an evaluation of program implementation options.		X		November 2, 2021 – City Council approved an urgency ordinance prohibiting STR's (except for homesharing). Staff will investigate opportunities for a permitting system and return to Council in 2022.
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 to move forward with an application for a senior housing project on the City Senior Center site in late 2021. Staff is discussing revising the due dates for other City Council priorities to accommodate this timeline.

THREE-YEAR GOAL: ADVANCE ENVIRONMENTAL SUSTAINABILITY AND CLIMATE RESILIENCY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Feb. 15, 2022	Public Services Director	Present the Pedestrian Master Plan update to the City Council for direction.		X		<p>October 6, 2021 – 2nd Public Outreach meeting held.</p> <p>Draft recommendations and draft Pedestrian Master Plan recommendations being developed and to be presented to the Bikeway and Walkability Committee on 12/1.</p> <p>Public outreach meeting planned for January.</p>
2. Feb. 15, 2022	Public Services 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		<p>Staff is currently conducting research on best practices in CAAP development, including detailed review of climate action plans of several cities in California.</p> <p>Staff has also developed a draft community survey titled <i>"Climate Ready Costa Mesa: Community Survey"</i> to gauge Costa Mesa residents' concerns and priorities in climate change. The survey is expected to be launched in early November and will be open for 4 weeks.</p>

3. March 1, 2022	Public Services Director	Provide an update of the Stormwater Management Master Plan to the City Council.		X		Existing Conditions Assessment Phase: Data Collection _ Record Information: completed Site Assessment and Inspection: Ongoing Base maps Development: Ongoing Existing Hydrologic/Hydraulic Analysis (EHH): Near completion Draft Existing Conditions Assessment Report (ECAR): Initiated
4. March 15, 2022	Public Services 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 has mobilized a Costa Mesa Green Team (representatives from Public Services and Development Services) to review existing policy developed in 2007 and conduct research on ways to advance sustainability at City owned facilities and infrastructure. Staff is recruiting members of 'Sustainability Working Group', representatives from all City Departments to provide suggestions to improve the Sustainable Municipal Green Policy.