• Introduction
  – Review Agenda & Participant Expectations
  – Recap of Strategic Planning

• Strategic Plan
  – Message from the City Manager
  – Executive Summary
  – Part I: Mission, Vision & Values
  – Part II: Goals & Objectives
  – Appendix: Draft KPI

• Next Steps
  – City Council to comment on document by November 18th
  – Revised document available on the 28th
  – Present final document to City Council on December 20th for adoption
The Mission of the City of El Segundo is to "Provide a great place to live, work and visit."

This serves as the “destination” that our strategies should lead towards and provides the context for our decisions.
El Segundo residents enjoy a high quality of life as evidenced by reduced crime, improved schools, and a sense of vibrant community – of fun! …

The City has transformed. We are leading the way with innovation and environmental responsibility. …

The City has also changed as a service provider. …
Values & Culture

Values:
- Accountability
- Productivity
- Ethics
- Stewardship
- Service
- Challenging ourselves
- Continuous improvement and reflection

El Segundo has a work culture of:
- Innovation
- Support and recognition
- Leadership by example
- Proactive action
- Problem-solving – getting to yes
Goal 1: Customer Service & Engagement

Unparalleled service to internal and external customers

- El Segundo is available as a virtual city with virtual services
- Services are convenient and efficient for all resident and businesses
- There are multiple points of entry for services, whether 1-click or 1-call away
  - El Segundo operates as unified City
  - It has comprehensive service and contact data systems for easy access across departments
  - It has centralized, searchable repositories of information for internal and external access
  - The public is educated on who to call, when, and what to expect.
  - Staff are knowledgeable about the whole City and have the ability to problem-solve
  - Staff are able to offer solutions to the underlying need – even if it is facilitating a referral
  - Cross-training and cross-communication helps staff anticipate the potential impact of an action on the work of others
  - There is continuous improvement and innovation is encouraged across the City
## Unparalleled service to internal and external customers

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| 1) The City is available as a virtual City with online services & expanded public access to information | - Replace, streamline and optimize website with mobile app functions  
- Develop an Intranet  
- Provide online business transactions for residents and business community  
- Provide a user-friendly digital file cabinet for public to access online  
- Provide GIS (mapping software) access to basic property info, relevant documents |
| 2) Services are convenient, efficient and user-friendly for all residents and businesses | - Enhance teleconference capacity Citywide  
- Increase library hours by 15% (or 9/week) over the next 3 years  
- Replace and upgrade public Internet stations for more effective service  
- Enhance catalog to search multiple sources at once  
- Expand programs and art exhibits to promote book collections; increase circulation of materials; provide cultural outlet for the arts in the City  
- Build a center for the development team to co-exist |
| 3) Identify areas for continuous improvement of services | - Refine the City’s budget and strategic plan and process  
- Identify areas of internal service improvement from Human Resources  
- Amend zoning code in response to emerging issues discovered by staff and customers  
- Develop a comprehensive master fee schedule and a cost recovery policy to support City services and infrastructure |
Goal 1: Customer Service & Engagement

Understands and exceeds customer expectations through comprehensive community / stakeholder engagement

• Services are pro-active with outreach to ensure all can access them

• El Segundo engages in regular, intentional information gathering such as through
  – An annual survey of residents and businesses
  – Regular satisfaction questionnaires following service or events
  – Use of “would you recommend / refer” questioning as used by many businesses
  – Use of personal outreach throughout the year

• Is transparent to its constituents with regard to
  – Services provided (and thus not provided) as well as service contacts and processes
  – Availability of the City’s key performance indicators

• Has a comprehensive and integrated approach to external communication that is multi-channel, accessible to all, and targeted to the needs of specific segments of the community, kinds of activities / services
Understands & exceeds customer expectations through comprehensive community/stakeholder engagement

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| **1) Services are pro-active with outreach to ensure access** | • Expand Parks & Rec programs to meet customer demand of affordable, safe, fun youth programs  
• Implement year-long festivities and celebration of the City’s Centennial  
• Repackage the Community Cable Division as Media Services |
| **2) Engages in regular, intentional information gathering** | • Engage stakeholders to assess customer satisfaction  
• Develop Social Media Policy  
• Use social media to notify public of surveys and meetings  
• Refine the City’s budget/strategic planning process to include community engagement  
• Report Citywide performance indicators to City Council quarterly  
• Disseminate 1/4ly E-newsletter – service updates, milestones achieved, goals for following month  
• Provide inter-departmental tours and brief overview of services provided |
| **3) Is transparent to its constituents** | • Advocate and promote local arts  
• Create a citizens’ training academy  
• Promote business attraction and retention through the Economic Development Advisory Council  
• Advance business attraction through Conventions and Tradeshows  
• Advance business retention through business outreach  
• Champions of Business Celebration and Regional Brokers’ Event  
• Advertising campaigns; Promote ElSegundoBusiness.com; SOAR E-Newsletter  
• Develop & update collateral materials, Video Testimonials  
• Active engagement in Public Relations |
| **4) Promotes community engagement and economic vitality through a wide-range of programs, PR, marketing and communication strategies** |
Goal 2: Safe & Prepared City

El Segundo is a safe and prepared city

- El Segundo has a proactive approach to risk and crime – all hazard mitigation and emergency services:
  - Have appropriate plans and industry accreditations in place
  - Are prepared to respond and pro-actively work to prevent incidents
  - Respond appropriately when called upon with positive outcomes
  - Are able to recover within industry standards

- Has a proactive communication and community engagement so that perceptions of safety align with reality

- Focuses metrics on prevention and positive outcomes as well as frequency and response

- Approaches preparation and safety in a financially responsible way
## Safe and Prepared City

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| 1) Proactive approach to risk and crime | • Conduct a Fire Department needs assessment – evaluating staffing for high-density construction and increased service demands, per national standards  
• Replace Public Safety equipment consistent with BMP & EoL service demands  
• Communications and Dispatch Upgrades  
• Reconfigure PD structure to address BMPs with rising crime rates and City Growth  
• Update code to align with high risk of seismic activity  
• Recertify ISO (Insurance Services Organizations)  
• Add Emergency Services Coordinator position  
• Proactively plan to mitigate hazards within the City with community involvement  
• Ensure adequate redundancies are in place within the EOC  
• Implement a cross-training program within the EOC  
• Participate in disaster planning, training and mock activities  
• Develop City ordinances & regulations to manage drone usage  
• Identify critical locations to establish Geo fences  
• Identify emergency operations requiring Temporary Flight Restrictions |
| 2) Proactive communication & community engagement - perceptions of safety align with reality | • Owners receive more information to retro-fit buildings for future earthquakes including various voluntary seismic retrofit standards  
• Use social media to keep community & staff informed & engaged |
| 3) Approaches safety in a financially responsible way | • Detailed review & analysis of Equipment Replacement fund  
• General equipment & Capital Equipment Replacement |
Goal 3: Choice Employer & Work Force

A City employer of choice and consistently hires for the future
- El Segundo realizes that success in this area is a pre-requisite for success in its other goals
- Has a comprehensive, intentional approach to staff development and training that promises opportunities for development in a “succession organization”
- Is able to provide a competitive environment (e.g., compensation within an acceptable zone, incentives, equipment, facilities) through a nimble hiring and onboarding process
- Has a strong culture of internal customer service, retention first, and process for internal feedback

An inspired, world-class, engaged workforce that reduces turnover and increases innovation
- El Segundo has a culture of innovation, trust and efficiency
- El Segundo’s staff enjoy mastery, autonomy and purpose in their work – pride
- Staff, leadership and departments recognize that all boats rise together, e.g.:
  - Innovation in one department is shared across the City
  - The City comes before competition for resources
  - Centralization and consistency is valued
  - Success is celebrated
## Choice Employer and Work Force

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| 1) The City has a robust and meaningful training and development program | - Train employees so they can effectively and efficiently perform their jobs  
- Develop employees so they are prepared to take on higher level jobs and progress in the organization |
| 2) The City has a Succession Planning Program                              | - Position the City to be able to fill critical vacancies in the organization from within |
| 3) Departments are, to the extent possible, at full staffing levels        | - Administer the required recruitment and selection processes to attract qualified applicants |
| 4) The City has and inspired, engaged workforce                            | - Implement an employee wellness program to enhance the workforce’s wellbeing and morale.  
- Implement a formal Employee Recognition Program aimed at publicly recognizing and rewarding outstanding employee achievements. |
Goal 4: Quality Infrastructure and Environment

Invests in infrastructure so that it is an appealing, safe, and effectively functioning City comparable to its ideal peer group

• El Segundo is able to
  – First, maintain its physical assets for the beauty, safety and function of the city
  – Second, improve and replace existing assets as appropriate for efficiency
  – Third, engage in new initiatives that continue to move the city forward
  – Fourth, engage in prospective thinking that allows the city to do more than keep up

• Continually assesses its assets to optimize resources

• Develops and maintains appropriate revenue streams and reserve fund to keep each of the four categories above moving forward at a consistent pace
## Quality Infrastructure and Environment

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| 1) City infrastructure is well maintained | - Develop citywide facility needs assessment and plan; service routine maintenance and repairs.  
- Implement CIP projects  
- Coordinate multi-agency CIP  
- Repair / replace park equipment and fixtures to meet safety standards and best practices  
- Enhance Tree trimming schedule to a 4-year cycle in order to mitigate risk |
Goal 5: Technology

Technology infrastructure allows it to work effectively, efficiently, and proactively – maintaining its position as a city of innovation

• Create effective structure for integrated focus on the needs of the city and its constituents
  – Align staff as appropriate to support technology goals
  – Ensure City employees receive appropriate training to use systems effectively
  – Regularly assess technology in place and market trends in order to meet other technology goals
  – Continue to optimize systems already in use, and maintain their capabilities with timely upgrades

• Invest in systems as necessary in order to:
  – Increase paperless function of the City for ease of access and transparency of process;
  – Add citizen value (e.g., allow for online transactions with the City across departments); and
  – Ensure secure, reliable, disaster resilient function and data access at all times

• Develop an updated and user friendly website that is easily navigable; communicates ability to meet citizen and business service expectations; attracts new business; and is feature-rich.

• Provide access to information that is easily available, engage residents in civic participation, and provide mass notification
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| 1) Create effective structure for integrated focus on the needs of the city and its constituents | • Improve efficiency and effectiveness of staffing and leave replacement, with public safety focus  
• Wi-Fi in all critical City facilities  
• Public access to Internet, online catalog, word processing, EBook, music and downloadable apps  
• Convert adult reference area book stacks into Wi-Fi download stations with remodeled seating  
• Use mobile app to allow residents to easily report ROW problems and issues |
| 1) Invest in systems                                                  | • Agenda Management System(s)  
• Implement online policy software to ensure compliance with laws and best management practices re personnel supervision and policy administration  
• Install Pre-alert Dispatch Software  
• Purchase equipment and systems  
• Provide online recreation classes & facility reservations  
• Plan and implement self-checkout technology that is compatible with circulation database |
| 1) Optimize systems in use to improve departmental synergies, and maintain their capabilities with timely upgrades | • Use the full potential of EDEN, building maintenance and vehicle maintenance tracking software  
• Paperless Payroll and Financial systems  
• Scan historical microfilm/microfiche plans and permits  
• Upgrade the 15 yr. old A/V system in the Friends’ meeting room and the 10 yr. old Rose Garden meeting room. (Equipment Replacement funds) |
Key Performance Indicators (KPIs)

- Goal 1 – Enhance Customer Service & Engagement
- Goal 2 – Support Community Safety & Preparedness
- Goal 3 – Develop as a Choice Employer & Workforce
- Goal 4 – Develop Quality Infrastructure & Environment
- Miscellaneous – Fiscal Sustainability
Next Steps

– Council
  • Formally receive and file the Strategic Plan

– City Leadership
  • Implementation plan for above in near, mid and long-term
  • Test and revise plan against existing workloads and available revenues
  • Report on key metrics aligned with goals on a quarterly basis
  • Discussion of reporting on metrics through dashboard reporting

– City Leadership
  • Ensure work plan is implemented