City of El Segundo
Strategic Planning Survey Results for
Committees, Commissions and Boards
FY 2019-20 Strategic Planning

Please score the items in the below S.W.O.T. analysis using the Scoring Scale:
5 = very important, 4 = important, 3 = neutral, 2 = not important, 1 = unnecessary
72 surveys were sent out and 35 responses were received; for a 49% response rate.

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Please tell us your top priority for the City in the upcoming year:
Fiscal sustainability, controlling pension costs, recruiting & retaining talent, hiring the new City Manager, public safety, maintain small town atmosphere, development fee for the arts, support creative economic growth, attract businesses, implement Smoky Hollow Plan, improve parking, improve infrastructure & City facilities, install bike lanes, and engage the public & City Staff to understand the shared concerns about health, welfare and future of the residents and the City.
City of El Segundo
Strategic Planning Survey
Committees, Commissions and Boards

The City Council will be holding a Strategic Planning Session on June 11, 2019 to discuss how its strategic priorities align with the budget for the upcoming fiscal year. Input from the City’s committees, commissions and boards are being sought in advance of this meeting. The existing goals in the City’s Strategic Plan are listed in this document and we would like to know what you consider as strengths, weaknesses, opportunities, and threats (SWOT) for the upcoming year.

Thank you for your continuous engagement.

Greg Carpenter  Drew Boyles
City Manager  Mayor

Name of Commissioner, Committee or Board Member completing this survey:

Thank you for participating in this survey. This document is an official public document of the City of El Segundo, is subject to the Public Records Act, and the results will be posted on the City’s website.

STRATEGIC GOALS

➢  Enhance Customer Service and Engagement
➢  Support Community Safety and Preparedness
➢  Develop as a Choice Employer and Workforce
➢  Develop Quality Infrastructure and Technology
➢  Champion Economic Development and Fiscal Sustainability
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Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either “very important” or “important” to you?

Strengths:

Weaknesses:

Opportunities:

Threats:

Please tell us your top priority for the City in the upcoming year:
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Greg Carpenter  
City Manager

Drew Boyles  
Mayor

Name of Commissioner, Committee or Board Member completing this survey: Carol Wingate

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Strengths:

Weaknesses:

Opportunities: Historically, Chevron's physical footprint has shrunk dramatically over the past 50 years. It's land use should continue to become smaller in future years. This is an opportunity for El Segundo to become a true "beach city" as the Scattergood facility should also become smaller as energy creation changes dramatically in future years. Maintaining El Segundo's beach as an industrial plant is a poor decision in my opinion. A desalination plant on our beach is not wise use of ocean-front land.

Threats:

Please tell us your top priority for the City in the upcoming year:

Maintaining the small town atmosphere of El Segundo while adapting to the demands of increased demand for housing, infrastructure, facilities and services created by more businesses locating in our city and the proposed expansion of LAX.
City of El Segundo
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Committees, Commissions and Boards

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Greg Carpenter          Drew Boyles
City Manager            Mayor

Name of Commissioner, Committee or Board Member completing this survey: Lee Davis

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Strengths:

Weaknesses: "Moral!

Opportunities: CREATE THE BEST POSSIBLE PROGRAMMING FOR OUR TWO NEW FACILITIES - AQUATICS CENTER AND GOLF COURSE

Threats:

Please tell us your top priority for the City in the upcoming year:
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Greg Carpenter
City Manager
Drew Boyles
Mayor

Name of Commissioner, Committee or Board Member completing this survey: [Signature]

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Strengths: This survey seems a little unclear because all of the items shown are very important and none is "unnecessary." Also, I'm not sure I understand the SWOT sorting because, for example, I find the City's Overall Customer Service quite good, so am not sure why this is listed as a "weakness." Similarly, some of the items listed as Threats could be Opportunities (and maybe vice-versa).

My personal top priority would be fiscal sustainability, which should include all areas such as reserves, but also liabilities and efficient investment that will pay off in the future.
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Greg Carpenter         Drew Boyles
City Manager           Mayor

Name of Commissioner, Committee or Board Member completing this survey: Steve Smetana

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Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either “very important” or “important” to you?

**Strengths:** The highly rated school system is a key strength that, if lost, would have multiple negative impacts. Although the council does not control the schools, strong support is key.

**Weaknesses:**

**Opportunities:**

**Threats:**

Please tell us your top priority for the City in the upcoming year:

Update infrastructure, attract businesses, attract and retain quality city personnel.
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Name of Commissioner, Committee or Board Member completing this survey:  

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**STRENGTHS**

Solid reserve policy that ensures fiscal sustainability

Engaged Community (high participation in meetings, committees and commissions)

Responsiveness of Police and Fire Departments

**WEAKNESSES**

Outdated Technology

Recruiting and retaining talent

Overall Customer Service

**OPPORTUNITIES**

Development on east side of the Community

Attraction of technology businesses, professionals, and family to move in to town

Community Emergency preparedness

**THREATS**

Growing Pension Liabilities

Aging infrastructure

Impacts of LAX Expansion

Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either “very important” or “important” to you?

**Strengths:**

**Weaknesses:**

**Opportunities:**

**Threats:**

Please tell us your top priority for the City in the upcoming year:

_City Buildings_
City of El Segundo
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Greg Carpenter  
City Manager

Drew Boyles  
Mayor

Name of Commissioner, Committee or Board Member completing this survey:  
Jeff Cason

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Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either “very important” or “important” to you?

Strengths:
- Rare combo of small town feel with big city opportunity

Weaknesses:
- Rapid growth is creating daylight in our narrative (residential vs business)

Opportunities:
- Branding ES as a cultural hub, not just industrial

Threats:
- Losing unique identity in the midst of growth

Please tell us your top priority for the City in the upcoming year:
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Greg Carpenter
City Manager

Drew Boyles
Mayor

**Name of Commissioner, Committee or Board Member completing this survey:** Natalie Strong

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**Strengths:**

**Weaknesses:**

**Opportunities:**

**Threats:**

Please tell us your top priority for the City in the upcoming year:  

"Development Fee/Percentage for the Arts"
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Greg Carpenter  Drew Boyles
City Manager  Mayor

Name of Commissioner, Committee or Board Member completing this survey: Michael Kreski

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-  

Weaknesses:  
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Please tell us your top priority for the City in the upcoming year:
A DEVELOPMENT FEE TO FUND ARTS + CULTURE ACTIVITY.
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Name of Commissioner, Committee or Board Member completing this survey:  NSAL VON FLUE

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STRATEGIC GOALS

➢ Enhance Customer Service and Engagement
➢ Support Community Safety and Preparedness
➢ Develop as a Choice Employer and Workforce
➢ Develop Quality Infrastructure and Technology
➢ Champion Economic Development and Fiscal Sustainability
Please score the items in the below S.W.O.T. analysis using the Scoring Scale:
5 = very important, 4 = important, 3 = neutral, 2 = not important, 1 = unnecessary

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Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either “very important” or “important” to you?

Strengths:

Weaknesses:

Opportunities: **ARTS & CULTURAL GROWTH**

Threats:

Please tell us your top priority for the City in the upcoming year:

**SUPPORTING CREATIVE ECONOMY GROWTH**
Hi Lili,

I'm not sure how best to provide my response, so I hope an email response is sufficient.

Here are my SWOT scores on the items in the survey:

**STRENGTHS**
Solid reserve policy that ensures fiscal sustainability My response: 3, neutral

Engaged Community (high participation in meetings, committees and commissions)
My response: 3, neutral

Responsiveness of Police and Fire Departments My response: 4, important

**WEAKNESSES**
Outdated Technology
My response: 4, important

Recruiting and retaining talent
My response: 3, neutral

Overall Customer Service
My response: 5, very important

**OPPORTUNITIES**
Development on east side of the Community My response: 5, very important

Attraction of technology businesses, professionals, and family to move in to town My response: 4, important

Community Emergency preparedness
My response: 3, neutral

**THREATS**
Growing Pension Liabilities
My response: 4, important

Aging infrastructure
My response: 4, important
Impacts of LAX Expansion
My response: 3, neutral

----
Please tell us your top priority for the City in the upcoming year:

Increasing engagement with the broader daytime population of El Segundo (given that a large number of people in the city during the day are not residents, but work in El Segundo). This would include better visibility of city plans and projects (e.g., broader social media presence) and pursuing opportunities to better solicit feedback from these people.

----

Thanks, Lili!

-Brian

On 5/28/2019 10:39 AM, Sandoval, Lili wrote:
> Good Morning All,
> 
> As of today, the City Clerk’s office has not received your survey.
> City Council really wants you, as a committee member, to have input on
> the City’s Strategic Plan. Please respond to the attached survey and
> provide to the City Clerk’s office *no later than Wednesday, June 5,
> 2019.*
> 
> Thank you,
> 
> **
> 
> Lili Sandoval
> Deputy City Clerk
> City of El Segundo
> City Clerk’s Office
> 350 Main St.
> El Segundo, CA 90245
> 310-524-2306
> 310-615-0529 FAX
> lsandoval@elsegundo.org
>
> From: Sandoval, Lili
> Sent: Wednesday, May 15, 2019 8:13 AM
> To: Brain Hauer; Chad Hahn; Jessica Davis; Joseph Michael Lipsey;
> Lindsey Breeden; Madelon Smith; Timothy Dodd; Todd Felker; Tom Vanek;
> Tori Davis
> Cc: Mallory, Charles
> Subject: CCB Survey
>
> Good Morning,
>
> The City Council will be holding a Strategic Planning Session on June 11, 2019 to discuss how its strategic priorities align with the budget for the upcoming fiscal year. Input from the City’s committees, commissions and boards are being sought in advance of this meeting. Please see attached survey and send response to the City Clerk’s Office no later than June 5, 2019.*
>
> Thank you,
>
> **
>
> Lili Sandoval
>
> Deputy City Clerk I
>
> City of El Segundo
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> City Clerk’s Office
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> 350 Main St.
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> El Segundo, CA 90245
>
> 310-524-2306
>
> 310-615-0529 FAX
>
> lsandoval@elsegundo.org <mailto:lsandoval@elsegundo.org>
>
I am having printer issues so I will respond via this email chain.

Strengths
Solid reserve - 5
Engage Community - 4
Responsive Police & Fire - 4

Weaknesses
Outdated Technology - 5
Recruiting & retaining Talent - 4
Overall Customer Service - 4

Opportunities
East side Development - 2
Attraction of tech - 3
Community Preparedness - 4

Threats
Pension - 5
Infrastructure - 4
LAX Expansion - 2

Jessica Davis
Technologies Committee Member

Good Morning,

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Thank you for your continuous engagement.

Greg Carpenter  
City Manager

Drew Boyles  
Mayor

Name of Commissioner, Committee or Board Member completing this survey: Kristin Fairvø

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Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either "very important" or "important" to you?

Strengths:

Weaknesses:

Opportunities: Promote "green" practices within the cities' municipal, business, and residential communities.

Threats:

Please tell us your top priority for the City in the upcoming year:
I would like to see the City take steps toward the Environmental Committee's top five goals, using the tools that appear in the work plan.

I thank you all for your service!
City of El Segundo
Strategic Planning Survey
Committees, Commissions and Boards

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Thank you for your continuous engagement.

Greg Carpenter
City Manager

Drew Boyles
Mayor

Name of Commissioner, Committee or Board Member completing this survey: PAULA BOTTOLINO

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Strengths:

Weaknesses:

Opportunities:

Threats:

Please tell us your top priority for the City in the upcoming year:

**Safety and Finances**
The City Council will be holding a Strategic Planning Session on June 11, 2019 to discuss how its strategic priorities align with the budget for the upcoming fiscal year. Input from the City’s committees, commissions and boards are being sought in advance of this meeting. The existing goals in the City’s Strategic Plan are listed in this document and we would like to know what you consider as strengths, weaknesses, opportunities, and threats (SWOT) for the upcoming year.

Thank you for your continuous engagement.

Greg Carpenter          Drew Boyles
City Manager            Mayor

Name of Commissioner, Committee or Board Member completing this survey: [Signature]

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**Strengths:**

**Weaknesses:**

**Opportunities:**

**Threats:**

Please tell us your top priority for the City in the upcoming year:
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Greg Carpenter       Drew Boyles
City Manager         Mayor

Name of Commissioner, Committee or Board Member completing this survey: Jerome Scott

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Strengths: Maintain high scholastic record of excellence

Weaknesses: Infrastructure maintenance (water/sewer/roads)

Opportunities: Investigate State/Federal assistance/grants etc.

Threats: Out of control housing/rental prices - sure it’s great if you own a home here but completely discourages new younger families from moving in - impacts the schools, retail, etc. Not saying we reduce our housing quality or stock but need to develop additional multifamily units to even out the cost.

Please tell us your top priority for the City in the upcoming year:

Strike a balance between necessary high salaries to attract high quality city employees (Fire/Police/govt) and pensions - offer subsidized housing/healthcare in lieu of pension
City of El Segundo
Strategic Planning Survey
Committees, Commissions and Boards

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Greg Carpenter               Drew Boyles
City Manager                 Mayor

Name of Commissioner, Committee or Board Member completing this survey: [NAME REDACTED]
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Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either “very important” or “important” to you?

**Strengths:**
- Business friendly environment
- Maintain + grow parks + recreation facilities
- Maintain + grow economic development

**Weaknesses:**
- Child care support of downtown

**Opportunities:**
- Increase our share of property tax revenue

**Threats:**
- Traffic congestion from east side growth

Please tell us your top priority for the City in the upcoming year:
- Keep investigating how to increase our share of property tax revenue
- Forecast for coming years pension costs + plan
- Maintain + grow staff as needed
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Greg Carpenter
City Manager

Drew Boyles
Mayor

Name of Commissioner, Committee or Board Member completing this survey: George Renter

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**Strengths:**

**Weaknesses:**

**Opportunities:**

**Threats:**

Please tell us your top priority for the City in the upcoming year:
City of El Segundo
Strategic Planning Survey
Committees, Commissions and Boards

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Greg Carpenter  Drew Boyles
City Manager   Mayor

Name of Commissioner, Committee or Board Member completing this survey: Julie Stolwack
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Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either “very important” or “important” to you?

**Strengths:**

**Weaknesses:** ✏️ Too many contract employees at City Hall

**Opportunities:**

**Threats:**

Please tell us your top priority for the City in the upcoming year:
City of El Segundo
Strategic Planning Survey
Committees, Commissions and Boards

The City Council will be holding a Strategic Planning Session on June 11, 2019 to discuss how its strategic priorities align with the budget for the upcoming fiscal year. Input from the City’s committees, commissions and boards are being sought in advance of this meeting. The existing goals in the City’s Strategic Plan are listed in this document and we would like to know what you consider as strengths, weaknesses, opportunities, and threats (SWOT) for the upcoming year.

Thank you for your continuous engagement.

Greg Carpenter  Drew Boyles
City Manager  Mayor

Name of Commissioner, Committee or Board Member completing this survey: Michele Keldorf
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STRATEGIC GOALS

- Enhance Customer Service and Engagement
- Support Community Safety and Preparedness
- Develop as a Choice Employer and Workforce
- Develop Quality Infrastructure and Technology
- Champion Economic Development and Fiscal Sustainability
Please score the items in the below S.W.O.T. analysis using the **Scoring Scale:**
5 = very important, 4 = important, 3 = neutral, 2 = not important, 1 = unnecessary

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Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either “very important” or “important” to you?

**Strengths:**
- Community resources - parks & recreation

**Weaknesses:**
- Navigation of city website/online systems

**Opportunities:**
1. Development on **WEST** side of town - housing/mixed-use
2. Grow business licenses revenue from small business
3. Update development impact fees

**Threats:**

Please tell us your top priority for the City in the upcoming year:
- Opportunity to **support** housing (true affordable, "attainable" and market rate) West of Pelt.
- Continue to encourage small business development in city while balancing small business revenue generation.
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Greg Carpenter  
City Manager

Drew Boyles  
Mayor

Name of Commissioner, Committee or Board Member completing this survey: Jay Hoeschler

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**STRENGTHS** The City is generally in a good position to make informed decisions and take actions. We are also keenly aware of our roots, and attempt to balance growth with retaining our small town heritage and charm.

**WEAKNESSES** Sometimes “doing things the way we’ve always done them” gets in the way of progressive thinking. We all appreciate and enjoy the benefits of economic development, but many residents are reticent to accept the changes that come along with that growth.

**OPPORTUNITIES** We have a great opportunity to study smart growth and “right sizing” for our El Segundo. Our small size allows accessible resident participation in the process. Anyone who cares can make a difference.

**THREATS** Affordable housing is a biggie. As the state requires cities to supply a quota of housing options to low income residents, El Segundo must face big questions about growth, zoning, housing prices, and what it means to be a welcoming town for everyone who wants to live here.

**TOP PRIORITY FOR THE CITY THIS YEAR**
Implement the Smoky Hollow plan while the real estate market is still strong. Adjust the unrealistic “caretaker” unit requirements within that plan to allow for live/work and more residential in the Smoky Hollow zone.

Oh, and please install the bike lanes that public works promised would be created this year.
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Greg Carpenter
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Drew Boyles
Mayor

Name of Commissioner, Committee or Board Member completing this survey: Ryan Baldino

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Strengths: Responsiveness of elected officials and city staff is great.

Weaknesses:

Opportunities: We should budget for development of a new park at Raytheon Campus.

Threats: Sacramento legislation regulating city land use in residential zones.

Please tell us your top priority for the City in the upcoming year:

We need to re-think the building on new ADUs if Sacramento is going to allow garage conversions.
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Greg Carpenter
City Manager

Drew Boyles
Mayor

Name of Commissioner, Committee or Board Member completing this survey: [Handwritten Name]

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**Strengths:**

**Weaknesses:**

**Opportunities:**

**Threats:**

Please tell us your top priority for the City in the upcoming year:

- Building our Police Dept.
- Safety
- Fiscal responsibility, pensions under control
- Parking
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**Name of Commissioner, Committee or Board Member completing this survey:** Lance Giroux

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Strengths:

Weaknesses:

Opportunities: What do we want to be when we grow up? As a city, what is our plan? We have such strong natural resources and advantages. How do we continue to straddle that world of being "Mayberry" and a "Business Incubator"? Are we truly taking advantage of what we have and who we are? Change will continue and we have to have the foresight to be proactive rather than reactive.

Threats:

Please tell us your top priority for the City in the upcoming year:

The single most important decision our Council will make is who gets the City manager post. I cannot stress this enough. If you are not getting the right candidates ... then re-shuffle the deck and get them. This one decision will set the course of our future. The new CM must have the ability to understand at we are equal parts "small town" and "big business". Ironically, it is the "Big Business" that we have in this city that will allow us to keep our small town roots. We are a wonderful study in contrast!
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Greg Carpenter  
City Manager

Drew Boyles  
Mayor

Name of Commissioner, Committee or Board Member completing this survey: Tracey Miller-Zarneke

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### STRENGTHS
- Solid reserve policy that ensures fiscal sustainability
- Engaged Community (high participation in meetings, committees and commissions)
- Responsiveness of Police and Fire Departments

### WEAKNESSES
- Outdated Technology
- Recruiting and retaining talent
- Overall Customer Service

### OPPORTUNITIES
- Development on east side of the Community
- Attraction of technology businesses, professionals, and family to move in to town
- Community Emergency preparedness

### THREATS
- Growing Pension Liabilities
- Aging infrastructure
- Impacts of LAX Expansion

Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either “very important” or “important” to you?

**Strengths:**

Protect community from environmental threats (as much as is within our control.)

**Weaknesses:**

Minding the health of our community, especially the lack of monitoring air/water quality independently

**Oppportunities:**

Making sustainable thinking part of our culture: hiring an Environmental Director would help find these opportunities more than a once-a-month volunteer committee could do.

**Threats:**

Environmental impacts from local industry and out-dated city practices...we must do what we can to offset the unavoidable airport/refinery/other industrial factors that affect our air/water etc.

Please tell us your top priority for the City in the upcoming year:

Continuing to engage the public to harness/understand the shared concerns about our health and future, and to better engage/educate our city staff about protection of our health and future.

**NOTE:** All of this falls under goal of "Support Community Safety and Preparedness" Goal.
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Strengths:

Weaknesses:

Opportunities:

Threats:

Please tell us your top priority for the City in the upcoming year:

*Balance need of safety and security with budget and stated needs of citizen*
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Greg Carpenter             Drew Boyles
City Manager               Mayor

Name of Commissioner, Committee or Board Member completing this survey: MARTHA STONE

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**Strengths:**

**Weaknesses:** *Lack of parking downtown, why don’t we change so we can build more parking.*

**Opportunities:**

**Threats:**

Please tell us your top priority for the City in the upcoming year:
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Name of Commissioner, Committee or Board Member completing this survey: Brenda Newman

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**Strengths:**

**Weaknesses:**

**Opportunities:**

**Threats:**

Please tell us your top priority for the City in the upcoming year:

Fiscal Sustainability, controlled and thoughtful expansion of business community and to create best opportunities to develop residential.
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Strategic Planning Survey
Committees, Commissions and Boards

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Thank you for your continuous engagement.

Greg Carpenter                     Drew Boyles
City Manager                        Mayor

Name of Commissioner, Committee or Board Member completing this survey:  

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STRATEGIC GOALS

➢ Enhance Customer Service and Engagement
➢ Support Community Safety and Preparedness
➢ Develop as a Choice Employer and Workforce
➢ Develop Quality Infrastructure and Technology
➢ Champion Economic Development and Fiscal Sustainability
Please score the items in the below S.W.O.T. analysis using the Scoring Scale:
5 = very important, 4 = important, 3 = neutral, 2 = not important, 1 = unnecessary

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Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either "very important" or "important" to you?

Strengths:

Weaknesses: Lack of a place were families, friend Individuals can go to for entertainment, fun! (excluding Restaurants)

Opportunities: Provide some outcome of an in-depth study on the Pros Cons or building residential on the East Side. We do not have enough information available to make an intelligent decision.

Please tell us your top priority for the City in the upcoming year:

Continue EDCVOS support as necessary as an EDC member
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Greg Carpenter               Drew Boyles
City Manager                 Mayor

Name of Commissioner, Committee or Board Member completing this survey: Lily Craig

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**Strengths:**

**Weaknesses:**

**Opportunities:**

**Threats:**

Please tell us your top priority for the City in the upcoming year:
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Greg Carpenter
City Manager
Drew Boyles
Mayor

Name of Commissioner, Committee or Board Member completing this survey: Tony Davis

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### STRENGTHS
- Solid reserve policy that ensures fiscal sustainability
- Engaged Community (high participation in meetings, committees and commissions)
- Responsiveness of Police and Fire Departments

### WEAKNESSES
- Outdated Technology
- Recruiting and retaining talent
- Overall Customer Service

### OPPORTUNITIES
- Development on east side of the Community
- Attraction of technology businesses, professionals, and family to move in to town
- Community Emergency preparedness

### THREATS
- Growing Pension Liabilities
- Aging infrastructure
- Impacts of LAX Expansion

Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either “very important” or “important” to you?

**Strengths:** Continued influx of engaged community members, largely due to schools & public safety

**Weaknesses:** Prioritizing budget over minimum staffing demands

**Opportunities:** Bringing in a motivated & skilled leader as city manager

**Threats:** The process by which city employees are hired appears broken.

Please tell us your top priority for the City in the upcoming year:

Recruiting and retaining talent
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Greg Carpenter                       Drew Boyles
City Manager                         Mayor

Name of Commissioner, Committee or Board Member completing this survey: Corrie Zupo (Envir. Committee)
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I work for an airline so I'm bias on this but I think it's a waste of city funds to try to fight T9/T0. It's a battle we will lose since there's large local/state support. The CEQA document will be very tight.

Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either “very important” or “important” to you?

**Strengths:** We moved to El Segundo in 2013 because of the small town feeling (roses and trees lining downtown), great schools and it's safe. We love that almost all the streets are lined with trees and have walkable sidewalks. We also love that the city has so many fairs, events, farmers market, etc. and it's unlike anywhere we've ever lived (Long Island, NY and Riverside, CA are where are are from).

**Weaknesses:** The lifetime residents complain a lot and the squaky wheel usually gets the grease. I don't want the lifetime residents who bought their homes for dirt cheap to end-up running our town into the ground since they expect everything to be free. We bought our home for modern day prices and we expect town to be run like any other high cost city and not make short-term decisions to make people happy.

**Opportunities:** Since we're off the 105 freeway and next to LAX, we have major opportunities to bring in large finance and tech companies. In order to do this, we need to work with the airport and CalTrans to make sure our city is efficient in offloading cars/buses/people. We also need to keep our city well landscaped so it's an enjoyable environment for these high-paid employers (similar to Santa Monica and Playa Del Ray).

**Threats:** Allowing small town politics to force us to make short-term decisions. We need to ensure our general funds revenues are always higher than expenditures.

Please tell us your top priority for the City in the upcoming year:

I'd like to see if we can pinch more out of property taxes (like MB was able too). My understanding is that's hard to accomplish but with all the recent DR Horton and over >$1.5M home sales, it's wishful thinking. I also like to see the city continue to work on the growing pension liability.
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Greg Carpenter
City Manager

Drew Boyles
Mayor

Name of Commissioner, Committee or Board Member completing this survey: Chad Hahn

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Are there any other Strengths, Weaknesses, Opportunities, or Threats that are not listed above and are either “very important” or “important” to you?

Strengths: Leveraging the strong community network for civic means

Weaknesses:

Opportunities: Supporting and boosting the organic transition in Smoky Hallow into a creative / digital hub
Balancing regulations with flexibility and agility for continuous improvement

Threats:

Please tell us your top priority for the City in the upcoming year:
Supporting successful completion of the City website project
Finding ways to leverage emerging technology to leapfrog legacy infrastructure and systems
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City Manager            Mayor

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**Strengths:**

- Business revenue

**Weaknesses:**

- Business revenue

**Opportunities:**

- Environmental stewardship

**Threats:**

- Increased traffic

Please tell us your top priority for the City in the upcoming year:

- **Fiscal stability**
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Strengths: NO

Weaknesses: 

Opportunities: 

Threats: 

Please tell us your top priority for the City in the upcoming year:

Attraction of tech biz, professionals, + family...
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Strengths:

Weaknesses:

Opportunities:

Threats:

Please tell us your top priority for the City in the upcoming year:

CITY-WIDE INTERNET INFRASTRUCTURE