



SPECIAL AGENDA STRATEGIC PLANNING WORKSHOP

EL SEGUNDO CITY COUNCIL
1:00 PM SPECIAL SESSION
TUESDAY, MAY 16, 2023

EL SEGUNDO LIBRARY, SUE CARTER ROOM
111 W. MARIPOSA AVENUE, EL SEGUNDO, CA 90245

Drew Boyles, Mayor
Chris Pimentel, Mayor Pro Tem
Carol Pirsztuk, Councilmember
Lance Giroux, Councilmember
Ryan W. Baldino, Councilmember

Tracy Weaver, City Clerk
Matthew Robinson, City Treasurer

Executive Team

Darrell George, City Manager
Barbara Voss, Deputy City Manager
Jaime Bermudez, Police Chief
Michael Allen, Comm. Development Dir.
Elias Sassoon, Public Works Director
Aly Mancini, Rec., Parks, & Library Dir.

Mark Hensley, City Attorney
David Cain, Interim CFO
Robert Espinosa, Interim Fire Chief
Rebecca Redyk, HR Director
Jose Calderon, IT Director

MISSION STATEMENT:

“Provide a great place to live, work, and visit.”

VISION STATEMENT:

“Be a global innovation leader where big ideas take off while maintaining our unique small-town character.”

The City Council, with certain statutory exceptions, can only act upon properly posted and listed agenda items. Any writings or documents given to a majority of City Council regarding any matter on this agenda that the City received after issuing the agenda packet are available for public inspection in the City Clerk's Office during normal business hours. Such documents may also be posted on the City's website at www.elsegundo.org and additional copies will be available at the City Council meeting.

Unless otherwise noted in the agenda, the public can only comment on City-related business that is within the jurisdiction of the City Council and/or items listed on the agenda during the Public Communications portions of the Meeting. Additionally, members of the public can comment on any Public Hearing item on the agenda during the Public Hearing portion of such item. The time limit for comments is five (5) minutes per person.

Those wishing to address the City Council are requested to complete and submit to the City Clerk a "Speaker Card" located at the Council Chamber entrance. You are not required to provide personal information in order to speak, except to the extent necessary for the City Clerk to call upon you, properly record your name in meeting minutes and to provide contact information for later staff follow-up, if appropriate.

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NOTE: Your phone number is captured by the Zoom software and is subject to the Public Records Act, dial *67 BEFORE dialing in to remain anonymous. Members of the public will be placed in a "listen only" mode and your video feed will not be shared with City Council or members of the public.

REASONABLE ACCOMMODATIONS: In compliance with the Americans with Disabilities Act and Government Code Section 54953(g), the City Council has adopted a reasonable accommodation policy to swiftly resolve accommodation requests. The policy can also be found on the City's website at <https://www.elsegundo.org/government/departments/city-clerk>. Please contact the City Clerk's Office at (310) 524-2308 to make an accommodation request or to obtain a copy of the policy.

**STRATEGIC PLANNING WORKSHOP
EL SEGUNDO CITY COUNCIL
TUESDAY, MAY 16, 1:00 PM**

CALL TO ORDER

ROLL CALL

PLEDGE OF ALLIGIANCE

PUBLIC COMMUNICATION – (Related to City Business Only – 5-minute limit per person, 30-minute limit total) *Individuals who have received value of \$50 or more to communicate to the City Council on behalf of another, and employees speaking on behalf of their employer, must so identify themselves prior to addressing City Council. Failure to do so shall be a misdemeanor and punishable by a fine of \$250. While all comments are welcome, the Brown Act does not allow City Council to take action on any item not on the agenda. City Council and/or City Manager will respond to comments after Public Communications is closed.*

SPECIAL ORDERS OF BUSINESS:

1. Strategic Planning Workshop to discuss the City's Current Strategic Goals and Top Priorities for Fiscal Year (FY) 2022-2023 through FY 2026-2026.

The Strategic Planning Workshop includes the following:

- A. Welcome from Mayor Boyles
- B. Comments from City Manager, Darrell George
- C. Introductions – Review Agenda – Expectations
 - What will be achieved during the meeting and from the strategic planning process.
- D. Facilitator Presentation of Staff and Council Interview Results
- E. Three “C’s” Discussion: Close Out, Carry Forward, and Create New Strategies under the Existing Five Goals.
 - This process is for reviewing the Work Plan and proposed new goals and strategies to determine which have been completed, which will continue to be worked on and potentially what could be added to the list.
- F. “Top Ten” – Prioritizing of Strategies under the Existing Five Goals
 - This process is for discussing and determining; in turn, Council will prioritize of the City’s goals and strategies for the next fiscal year.

G. Wrap Up & Next Steps

Recommendation:

Receive, discuss, and provide direction regarding current Strategic Plan for FY 2022-2023 through FY 2025-2026.

ADJOURNMENT

POSTED:

DATE: Thursday, May 11, 2023
BY: Tracy Weaver, City Clerk
TIME: 8:00 AM



Strategic Planning/Goal Setting Workshop

May 16, 2023

INTERVIEW RESULTS

QUESTION #1:

What are the things that the City of El Segundo is doing well?

<u>Goal:</u>	Staff Responses:	City Council Member Responses:
#1-5	<p><u>Vision/Future/Focus on Priorities/Leadership</u></p> <ul style="list-style-type: none"> • Looking at the big picture • City Council focusing on policy <ul style="list-style-type: none"> • Long-term planning • City trying to move in progressive direction <ul style="list-style-type: none"> • Reinvent itself as a modern City • City Council is moving forward in a positive direction 	<p><u>Vision/Future/Focus on Priorities/Leadership</u></p> <ul style="list-style-type: none"> • Good job of reinventing ourselves as a City internally – it’s a reboot • Staff is starting its succession planning process which is good <ul style="list-style-type: none"> • Spent last 5 years on IT initiatives <ul style="list-style-type: none"> • Great directors • The manner in which things are getting done has improved • Getting things done – the Council is lining up our priorities <ul style="list-style-type: none"> • Leadership team is working well <ul style="list-style-type: none"> • More flexible to accommodate minor things • We are poised to be successful in our endeavors if we allow ourselves to be successful • We have a more collaborative and calmer approach to getting things done

QUESTION #1: (Continued)

What are the things that the City of El Segundo is doing well?

<u>Goal:</u>	Staff Responses:	City Council Member Responses:
#2,4,5	<p><u>Funding/Resources/Infrastructure</u></p> <ul style="list-style-type: none"> • Finances and infrastructure • City financially sound/good decision-making <ul style="list-style-type: none"> • Bringing in revenue where possible <ul style="list-style-type: none"> • Good CIP program <ul style="list-style-type: none"> • CIP is good 	<p><u>Funding/Resources/Infrastructure</u></p> <ul style="list-style-type: none"> • Overall doing a good job financially and with the budget <ul style="list-style-type: none"> • Refinancing of pension obligations <ul style="list-style-type: none"> • Financial sustainability • Excellent job with our public works projects

<p>#1,2</p>	<p><u>Community Services & Inclusiveness</u></p> <ul style="list-style-type: none"> • Trying to be more inclusive for residents <ul style="list-style-type: none"> • Safe/clean community • We offer great events/programs/library programs <ul style="list-style-type: none"> • Streets are well maintained • Very responsive to community • Staff is approachable 	<p><u>Community Services & Inclusiveness</u></p> <ul style="list-style-type: none"> • Customer service in Planning has improved greatly
<p>#5</p>	<p><u>Economic Development/Growth/Branding</u></p> <ul style="list-style-type: none"> • Doing well at economic development • The City continues to manage growth and development well <ul style="list-style-type: none"> • Branding itself to be an innovative City <ul style="list-style-type: none"> • Proactive with our businesses • Doing economic development well • Doing communications well with the community (e.g. Social Media, Intranet and Internet) 	<p><u>Economic Development/Growth/Branding</u></p> <ul style="list-style-type: none"> • Doing a good job of economic development <ul style="list-style-type: none"> • Doing a good job of branding the City
<p>#1</p>	<p><u>Communication/Community Engagement (Internal and External)</u></p> <ul style="list-style-type: none"> • Robust communication program <ul style="list-style-type: none"> • Enhanced communications • Responding to residents well • Communicate with our citizens well <ul style="list-style-type: none"> • Good at community outreach • Communications are improving 	<p><u>Communication/Community Engagement (Internal and External)</u></p> <ul style="list-style-type: none"> • Communication with the staff is improving <ul style="list-style-type: none"> • We manage crisis communication well <ul style="list-style-type: none"> • We are very transparent • Communications Department is a success

QUESTION #1: (Continued)

What are the things that the City of El Segundo is doing well?

<u>Goal:</u>	Staff Responses:	City Council Member Responses:
#3	<p><u>Employee/Labor Relations/Organizational Development</u></p> <ul style="list-style-type: none"> • Rebuilding trust • Engaging employees • Addressing existing resentment employees have • Allocating resources to recruiting and staffing <ul style="list-style-type: none"> • Supporting staff growth • Supporting department enhancements to improve services <ul style="list-style-type: none"> • Morale is slowly improving • The City is starting to think about succession planning 	

QUESTION #2

What are the areas you feel could be improved?

<u>Goal:</u>	Staff Responses:	City Council Member Responses:
#3	<p><u>Employee/Labor Relations/Organizational Development</u></p> <ul style="list-style-type: none"> • Employee engagement at all levels • Make employees feel they are part of the process <ul style="list-style-type: none"> • Management/confidential salaries • Employee relations/improve labor negotiation relationships • Try to improve the morale of the employees • Management/Confidential Group could use some equality <ul style="list-style-type: none"> • Morale needs to be improved <ul style="list-style-type: none"> • Staff retention • Retention and recruitment 	<p><u>Employee/Labor Relations/Organizational Development</u></p> <ul style="list-style-type: none"> • Employee morale • Look at the organizational culture and how to improve, so we can become the employer of choice

#1-5	<p><u>Administrative Improvements/Accountability</u></p> <ul style="list-style-type: none"> • Red tape and the bureaucracy make it difficult to get things done <ul style="list-style-type: none"> • Accountability to see things through • Management of City Council priorities • Policies need to be developed or addressed 	<p><u>Administrative Improvements/Accountability</u></p> <ul style="list-style-type: none"> • Relying far too much on consultants/experts <ul style="list-style-type: none"> • Should rely more on common sense <ul style="list-style-type: none"> • Organizational innovation • Accountability across the board • Have a true performance management system in place <ul style="list-style-type: none"> • Find a way to get to yes
#1	<p><u>Communication/Community Engagement (Internal and External)</u></p> <ul style="list-style-type: none"> • Educate community on how the City runs and the staff/resources necessary to do the job <ul style="list-style-type: none"> • Not saying no needs to be addressed • Trust level needs to be improved between staff and Council 	<p><u>Communication/Community Engagement (Internal and External)</u></p> <ul style="list-style-type: none"> • Continue streamlining of communications – it is only going to be successful if there is organizational buy-in

QUESTION #2 (Continued)

What are the areas you feel could be improved?

<u>Goal:</u>	Staff Responses:	City Council Member Responses:
#2,4,5	<p><u>Funding/Resources/Infrastructure</u></p> <ul style="list-style-type: none"> • Not enough resources to meet Council's priorities <ul style="list-style-type: none"> • Staffing levels need to be improved • Public safety doesn't have the resources to match the infrastructure we have to protect <ul style="list-style-type: none"> • The Plunge • The Gateway sign 	

QUESTION #3

What are the top 5 challenges the City faces?

Goal:	Staff Responses:	City Council Member Responses:
#3	<p><u>Employee/Labor Relations/ Organizational Development</u></p> <ul style="list-style-type: none"> • Employee engagement, attraction, and retention • How to create organizational training and development programs at all levels <ul style="list-style-type: none"> • Attracting higher competency levels • Civil service system is challenging • Hiring practices/rule of three (3) • Staffing/hiring/the need for more agility <ul style="list-style-type: none"> • Retention and attraction <ul style="list-style-type: none"> • Employee morale • Employee morale • Constant turnover of employees is an issue <ul style="list-style-type: none"> • Employee training • Employee attraction and retention • Future of the workforce (office space) <ul style="list-style-type: none"> • Low morale • Finding qualified people/all department levels <ul style="list-style-type: none"> • Employee morale • How to find affordable housing for our top employees <ul style="list-style-type: none"> • Labor environment • Labor negotiations 	<p><u>Employee/Labor Relations/ Organizational Development</u></p> <ul style="list-style-type: none"> • Our sense of pride is developing • Labor/Bargaining Units could be a better partner for the City – focus on the whole, not the individual <ul style="list-style-type: none"> • Union relationships • Labor relations • Hard to work with labor on the business side of things/looking for flexibility (employee/labor relations) <ul style="list-style-type: none"> • Concerns with how nimble/flexible we are • Flexibility to hire the right person for the right job

QUESTION #3 (Continued)

What are the top 5 challenges the City faces?

Goal #	Staff Responses:	City Council Member Responses:
#2,4,5	<p><u>Funding/Resources/Infrastructure</u></p> <ul style="list-style-type: none"> • How will we fund infrastructure <ul style="list-style-type: none"> • Availability of resources • Conflicting priorities • How to financially improve City facilities • Addressing how to look at recession impacts <ul style="list-style-type: none"> • Public safety budgets • Providing adequate public safety • Implement technology replacement schedule <ul style="list-style-type: none"> • Aging infrastructure • Infrastructure needs work 	<p><u>Funding/Resources/Infrastructure</u></p> <ul style="list-style-type: none"> • Capital improvement projects • Potentially developing a new tax base <ul style="list-style-type: none"> • More parks space • More ball fields • Improving our financial position <ul style="list-style-type: none"> • Finding new revenue sources • Thinking about the upcoming recession and how it effects our economics
#5	<p><u>Economic Development/ Growth/Branding</u></p> <ul style="list-style-type: none"> • Addressing State mandates (e.g. housing and development issues) <ul style="list-style-type: none"> • Addressing private market/Eastside issues • Complying with State mandates (e.g. housing element and development issues) <ul style="list-style-type: none"> • Housing is a challenge • Commercial office market has changed a lot (shrinking footprints) 	<p><u>Economic Development/ Growth/Branding</u></p> <ul style="list-style-type: none"> • Housing element/Sacramento pressure • Look at future plan for East side of town <ul style="list-style-type: none"> • Housing element • Affordable housing • Economic development
#1	<p><u>Communication/Community Engagement (Internal and External)</u></p> <ul style="list-style-type: none"> • How to create citizen engagement on how to pay for services • Address and identify social needs of the community <ul style="list-style-type: none"> • Challenging community/activists • Social media can be an issue 	

QUESTION #3 (Continued)

What are the top 5 challenges the City faces?

Goal #	Staff Responses:	City Council Member Responses:
#2-5	<p><u>Administrative Improvements/Accountability</u></p> <ul style="list-style-type: none"> • The need to pivot quicker on issues and topics • How to make Hyperion accountable 	

QUESTION #4

What is the one thing the City should consider changing?

Goal #	Staff Responses:	City Council Member Responses:
#1-5	<p><u>Administrative Improvements/Accountability</u></p> <ul style="list-style-type: none"> • Consider taking the personnel rules and regulations out of the municipal code <ul style="list-style-type: none"> • Handcuffed by civil service system • Civil service system needs to be addressed <ul style="list-style-type: none"> • Modernize our work environment • Streamline the bureaucracy to get it done – too much red tape • Share information on our procurement process 	<p><u>Administrative Improvements/Accountability</u></p> <ul style="list-style-type: none"> • Overuse of consultants/experts • City Manager structure/willingness to hire outside of the organization/explore changes
#1-5	<p><u>Vision/Future/Focus on Priorities/Leadership</u></p> <ul style="list-style-type: none"> • Spend time prioritizing the services/projects the Council wants to get done <ul style="list-style-type: none"> • Formalize long term business plan • More adherence to the Strategic Plan rather than a reactive approach 	<p><u>Vision/Future/Focus on Priorities/Leadership</u></p> <ul style="list-style-type: none"> • Need to implement and consistently challenge ourselves to define and redefine our goals

#3	<p><u>Employee/Labor Relations Organizational Development</u></p> <ul style="list-style-type: none"> • Training for employees <ul style="list-style-type: none"> • There is a need to value the employees • Possibly consider remote work in some instances <ul style="list-style-type: none"> • Improve City morale • Improve attraction and retention of employees 	
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<p><u>QUESTION #4 (Continued)</u></p> <p>What is the one thing the City should consider changing?</p>		
Goal #	Staff Responses:	City Council Member Responses:
#5		<p><u>Economic Development/ Growth/Branding</u></p> <ul style="list-style-type: none"> • Improving economic development and continuing the progress the City is making in that area
#1		<p><u>Communication/Community Engagement (Internal and External)</u></p> <ul style="list-style-type: none"> • Improving our communications – at times we tend to be reactive, not anticipating public concerns

<p><u>QUESTION #5</u></p> <p>What is the one thing the City can do better?</p>		
Goal #	Staff Responses:	City Council Member Responses:
#2,4,5	<p><u>Funding/Resources/Infrastructure</u></p> <ul style="list-style-type: none"> • City infrastructure needs improvement <ul style="list-style-type: none"> • Hire more staff 	<p><u>Funding/Resources/Infrastructure</u></p> <ul style="list-style-type: none"> • Fire, Public Works, Parks & Recreation need more support
#1	<p><u>Communication/Community Engagement (Internal and External)</u></p> <ul style="list-style-type: none"> • How to better educate the community on environmental issues 	<p><u>Communication/Community Engagement (Internal and External)</u></p> <ul style="list-style-type: none"> • Outward communication is lacking • Getting the word out to the community • How do we announce our activities • We may possibly need a PR firm

QUESTION #5

What is the one thing the City can do better?

Goal #	Staff Responses:	City Council Member Responses:
		<ul style="list-style-type: none"> • Engage our residents on how to interact and engage with City Hall <ul style="list-style-type: none"> • Be more proactive with our citizens • Improving communications across the board • Communication can be improved
#		<p align="center"><u>Economic Development/Growth/Branding</u></p> <ul style="list-style-type: none"> • Invest more on the business development side of the City • Really being able to engage with our businesses to determine what their real needs are
#3	<p align="center"><u>Employee/Labor Relations/Organizational Development</u></p> <ul style="list-style-type: none"> • Employee engagement- unrepresented groups <ul style="list-style-type: none"> • Build cohesiveness within the organization • The City can do better at recognizing the staff • Figure out a way to create new or additional steps in the salary ranges 	

QUESTION #5 (Continued)

What is the one thing the City can do better?

Goal #	Staff Responses:	City Council Member Responses:
#1-5	<p align="center"><u>Administrative Improvements/Accountability</u></p> <ul style="list-style-type: none"> • Have the agility to pivot on topics • Streamline the bureaucracy to get it done – too much red tape 	
#1-5	<p align="center"><u>Vision/Future/Focus on Priorities/Leadership</u></p> <ul style="list-style-type: none"> • Further developing City Council priorities/deliverables 	

QUESTION #5 (Continued)

What is the one thing the City can do better?

Goal #	Staff Responses:	City Council Member Responses:
	<ul style="list-style-type: none"> For the City to have a better regional/state-wide perspective on issues 	

QUESTION #6

What are your personal goals/interests for the City of El Segundo (e.g. programs, projects, or processes)?

Goal #	Staff Responses:	City Council Member Responses:
#3,4,5	<p align="center"><u>Funding/Resources/Infrastructure</u></p> <ul style="list-style-type: none"> Tackle pension issue Complete renovation of the Plunge project Continue and build upon the recreation/park improvement plan Update our existing facilities and infrastructure throughout the City 	<p align="center"><u>Funding/Resources/Infrastructure</u></p> <ul style="list-style-type: none"> More field space for recreational uses Get as many CIP projects done as soon as possible
#5	<p align="center"><u>Economic Development/Growth/Branding</u></p> <ul style="list-style-type: none"> Navigate/develop strategy from a development perspective on how to maintain sustainability and facilitate growth vs. while maintaining existing environment 	<p align="center"><u>Economic Development/Growth/Branding</u></p> <ul style="list-style-type: none"> Invest more on the business development side of the City <ul style="list-style-type: none"> Economic development There is a need to revisit our Eastside development <ul style="list-style-type: none"> Explore entertainment venue opportunities
#1	<p align="center"><u>Communication/Community Engagement (Internal and External)</u></p> <ul style="list-style-type: none"> Do more with transparency 	<p align="center"><u>Communication/Community Engagement (Internal and External)</u></p> <ul style="list-style-type: none"> Communication with our residents <ul style="list-style-type: none"> Information distribution Engagement with our residents
#1-5	<p align="center"><u>Vision/Future/Focus on Priorities/Leadership</u></p> <ul style="list-style-type: none"> Long-term business plan Build proactive IT department 	<p align="center"><u>Vision/Future/Focus on Priorities/Leadership</u></p> <ul style="list-style-type: none"> Set the stage for El Segundo for the next 100 years

QUESTION #6

What are your personal goals/interests for the City of El Segundo (e.g. programs, projects, or processes)?

Goal #	Staff Responses:	City Council Member Responses:
	<ul style="list-style-type: none"> • Become a leader in cutting edge technology 	

QUESTION #6 (Continued)

What are your personal goals/interests for the City of El Segundo (e.g. programs, projects, or processes)?

Goal #	Staff Responses:	City Council Member Responses:
#1-5	<p><u>Administrative Improvements/Accountability</u></p> <ul style="list-style-type: none"> • Clean things up/best practices • Job descriptions need work <ul style="list-style-type: none"> • Do more with less • Get records retention on a yearly schedule • Hire staff to organize records at Iron Mountain, reduce fees we pay them 	
#3	<p><u>Employee/Labor Relations/Organizational Development</u></p> <ul style="list-style-type: none"> • Stability at the executive team level • Provide training/wellness for employees • Make it a work environment where people want to be <ul style="list-style-type: none"> • Provide more tools for employees • Organizational training and development programs • Bringing in classes from the outside to help our employees with specific life skills and training <ul style="list-style-type: none"> • Agreement on minimum staffing for Fire • Professional development of front line supervisors <ul style="list-style-type: none"> • Training/DEI 	

QUESTION #7

What are your priorities?

Goal #	Staff Responses:	City Council Member Responses:
#3	<p><u>Employee/Labor Relations/ Organizational Development</u></p> <ul style="list-style-type: none"> • Finish labor negotiations • Update administrative code (starting to update) • Reorganize departments so that they can align with the needs of the City while keeping things running smoothly Reorganize and rethink staffing structure for community development department <ul style="list-style-type: none"> • Building a cohesive and productive team • Supporting employee professional growth <ul style="list-style-type: none"> • To be the best team player possible • Safety/health/wellness of Firefighters 	<p><u>Employee/Labor Relations/ Organizational Development</u></p> <ul style="list-style-type: none"> • Get Unions to settle
#2,4,5	<p><u>Funding/Resources/Infrastructure</u></p> <ul style="list-style-type: none"> • Get a sales tax measure implemented <ul style="list-style-type: none"> • Hire an Assistant City Clerk 	<p><u>Funding/Resources/Infrastructure</u></p> <ul style="list-style-type: none"> • Get the pool working • We are a low/no-tax City/property tax – we need to revisit this <ul style="list-style-type: none"> • Invest in our infrastructure public works projects <ul style="list-style-type: none"> • Get the Plunge done • Get the CIP done • Get Parks projects done • Stay financially conservative • How do we ensure the aquatics program is financially sustainable
#1-5	<p><u>Vision/Future/Focus on Priorities/Leadership</u></p> <ul style="list-style-type: none"> • Develop a clear vision 	<p><u>Vision/Future/Focus on Priorities/Leadership</u></p> <ul style="list-style-type: none"> • Leave City in a better spot than it was
#5		<p><u>Economic Development/Growth/Branding</u></p> <ul style="list-style-type: none"> • Continue our economic development growth

QUESTION #7 (Continued)

What are your priorities?

Goal #	Staff Responses:	City Council Member Responses:
#1-5	<p><u>Administrative Improvements/Accountability</u></p> <ul style="list-style-type: none"> • Implementation of the new ERP system • Managing existing and creating new resources • Improve the City across the board operationally • Streamline the public records request process <ul style="list-style-type: none"> • More technology to streamline paper 	
#1	<p><u>Communication/Community Engagement (Internal and External)</u></p> <ul style="list-style-type: none"> • Improve communication and morale across the board 	
#1,2	<p><u>Community Services & Inclusiveness</u></p> <ul style="list-style-type: none"> • Enhancing community development services to address the community • To satisfy our residents with our customer service and completed projects • Provide excellent EMS services for the community 	

GOAL 1: ENHANCE CUSTOMER SERVICE, DIVERSITY, EQUITY, INCLUSION AND COMMUNICATION

Strategies	Completed or to be Completed 22/23	Continuing from Prior Strategic Plan
<p>A. Enhance our proactive community engagement program to educate and inform the public about City services, programs, and issues.</p>	<p>✓</p>	
<p>B. Implement the City Council-approved recommendations from the Diversity, Equity and Inclusion (DEI) Committee reports to City Council.</p>	<p>✓</p>	
<p>C. Institute process streamlining and automation for permitting, online 24-hour services, customer service-oriented practices and providing materials online.</p>	<p>✓</p>	
<p>D. Complete the remodel of the development services and business services center for increased customer service (concierge) and efficiency.</p>	<p>✓</p>	
<p>E. Adopt and implement Livability Action Plan and obtain the “Age-Friendly City” designation from the American Association of Retired Persons (AARP).</p>	<p>✓</p>	

GOAL 2: SUPPORT COMMUNITY SAFETY AND PREPAREDNESS

Strategies	Completed or to be Completed 22/23	Continuing from Prior Strategic Plan
A. Address quality of life issues pertaining to homelessness, graffiti, noise, crime, air quality and other concerns.	✓	
B. Conduct an analysis to include a response coverage study to determine the best and most cost-effective response model for the Fire Department.	✓	
C. Develop a long-term strategy to hold large-scale neighboring municipal operations accountable for environmental violations that place the quality of life and health of residents and businesses at risk.	✓	
D. Clearly define our disaster preparedness program to ensure the City is prepared for a variety of disasters, including our facilities and staff.		✓
E. Implement the recommendations approved by City Council in the Diversity, Equity, and Inclusion Committee (DEI) Public Safety Report .	✓	
F. Increase community awareness for emergency preparedness; significantly increase the number of people who are prepared for disaster and involved in the Community Emergency Response Team (CERT) services.	✓	
G. Complete and implement the Fire Department's accreditation process.		✓
H. Ensure that police services are provided in a cost-effective manner, including meeting unfunded state mandates.	✓	

GOAL 3: PROMOTE A QUALITY WORKFORCE THROUGH TEAMWORK AND ORGANIZATIONAL EFFICIENCIES

Strategies	Completed or to be Completed 22/23	Continuing from Prior Strategic Plan
A. Determine optimal staffing levels required to deliver unparalleled City services and ensure City Council policies are fully implemented.	✓	
B. Institute methods to improve our competitive edge to hire and retain top quality staff.	✓	
C. Institute methods of understanding employees' interests and needs regarding training, job satisfaction, and engagement to aid in employee development, retention and succession planning.	✓	
D. Implement the recommendations approved by the City Council in the Diversity, Equity, and Inclusion Committee (DEI) Citywide Organization Report .	✓	
E. Review and update key performance indicators (KPIs) to ensure they can be tracked with data and the results used to make improvement decisions.	✓	
F. Support initiatives designed to improve the overall health, wellness and safety of employees.	✓	
G. Provide training to employees to ensure they are able to perform their jobs safely, including carrying out their emergency response roles in the event of a disaster.		✓
H. Streamline the contract policy for greater efficiency and effectiveness.	✓	
I. Develop a workplan to institute a records management program and related systems.	✓	
J. Embrace the use of the Intranet as a one-stop site for employee information and services to enhance internal communications.	✓	

GOAL 4: DEVELOP AND MAINTAIN QUALITY INFRASTRUCTURE AND TECHNOLOGY

Strategies	Completed or to be Completed 22/23	Continuing from Prior Strategic Plan
A. Identify parking solutions throughout the community.		✓
B. Implement the capital improvement plan for parks, recreation, City facilities, library, and Park Vista senior living facility.	✓	
C. Examine options regarding the expansion of the fiber infrastructure within El Segundo for economic development purposes.		✓
D. Initiate a comprehensive update to the General Plan.	✓	✓
E. Implement a new ERP/HRIS (enterprise resources planning/human resource information system) to improve efficiency and transparency.	✓	
F. Complete the Park Place extension project.	✓	
G. Renovate the indoor swimming facility, the Plunge.	✓	
H. Determine the future of the Teen Center.	✓	
I. Implement El Segundo Boulevard improvements (to include multi-modal approaches, roadway rehabilitation, new bike lanes, Americans with Disabilities Act ramps and sidewalks, and landscaping).	✓	
J. Adopt and implement the Recreation and Parks Master Plan guided by community engagement data, and a commitment to equity.	✓	
K. Offer convenient, integrated on-demand transportation services for cost efficiency and reliability, and encourage the use of Metro rideshare.	✓	
L. Update the Technology Master Plan with a new prioritized list for funding and implementation (see Attachment B).		✓
M. Implement technologies to enhance customer service while maintaining a human connection in the delivery of City services	✓	
N. Implement the geographic information system (GIS) roadmap that will provide software access to basic property information and relevant documents.		✓
O. Expand the new agenda management program to automate processes for Commissions, Committees and Boards (CCBs).		✓
P. Pursue collaboration with the City and County of Los Angeles to beautify the entryways into El Segundo to include parking lot and beach.	✓	

GOAL 5: CHAMPION ECONOMIC DEVELOPMENT AND FISCAL SUSTAINABILITY

Strategies	Completed or to be Completed 22/23	Continuing from Prior Strategic Plan
A. Conduct a long-term financial analysis to identify ways to maximize and enhance fiscal sustainability from a variety of sources to support City services.	✓	
B. Develop a robust approach to connecting businesses to each other and conducting proactive outreach to grow our business community.	✓	
C. Implement the goals and objectives of the Economic Development Program aimed at industry diversification, business attraction, retention, expansion, and promoting the City as a tourist destination.	✓	
D. Identify opportunities for new revenues, enhancement of existing revenues, and exploration of potential funding options to support unfunded capital improvements and deferred maintenance to address the aging infrastructure throughout the City.	✓	
E. Sponsor, coordinate and launch a private-public incubator program.	✓	
F. Facilitate the move of the LA Chargers headquarters in El Segundo.	✓	
G. Encourage progress in the development of the Smoky Hollow business zone.	✓	
H. Collaborate with South Bay cities to spur innovation, promote problem solving and create cost savings.	✓	
I. Identify areas within the community that are appropriate for housing, including senior living facilities, while preserving the R-1 zone.	✓	
J. Engage in a dialogue about housing east of Pacific Coast Highway, while preserving the R-1 zone.		✓
K. Update land use regulations to encourage development and entitlement projects (including the Downtown Specific Plan, Housing Element and other planning documents).	✓	
L. Update the Administrative Code on business licenses, as well as an update to the Municipal Code which will require City Council to consider a future ballot initiative to effect changes.	✓	

ATTACHMENT B - TECHNOLOGY PROJECTS AND NEEDS

Strategies	Status	
	Completed or to be Completed 22/23	Continuing from Prior Strategic Plan
1. Complete the implementation of the new building and planning permitting system	✓	
2. Develop Citywide fiber optic strategy and install WiFi in all critical facilities.		✓
3. Upgrade the network and Cyber Security System	✓	
4. Continue to evaluate the geographic information system (GIS) strategy	✓	
5. Implement paperless goals; implement records management and retention schedule to reduce digital and physical records	✓	
6. Upgrade asset management and facility maintenance system		✓
7. Develop an enterprise data management strategy and continued cloud roadmap - business information dashboards (Smart Cities)		✓
8. Provide security camera and door system for City facilities and structures		✓
9. Begin upgrade assessments to replace the City Enterprise Resource Planning (ERP) and HR system (Eden - end of life in 2027)	✓	
10. Implement a contract and insurance management system		✓
11. Automate the request for proposals and bidding process.		✓
12. Implement an automated library management system.	✓	



CITY OF EL SEGUNDO STRATEGIC PLAN

FY 2022-23 THROUGH FY 2025-26

JUNE 2022



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CITY COUNCIL



DREW BOYLES
MAYOR



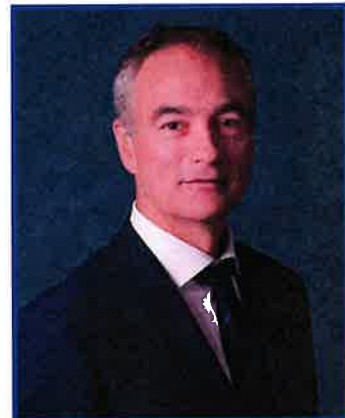
CHRIS PIMENTEL
MAYOR PRO TEM



CAROL PIRSZTUK
COUNCILMEMBER



SCOT NICOL
COUNCILMEMBER



LANCE GIROUX
COUNCILMEMBER



EXECUTIVE SUMMARY

STRATEGIC PLANNING GUIDANCE PROVIDED BY:

- City Council
- Tracy Weaver
City Clerk (Elected)
- Darrell George
City Manager
- Barbara Voss
Deputy City Manager
- Joseph Lillio
Chief Financial Officer
- Michael Allen
Community Development Director
- Aly Mancini
Recreation, Parks, and Library Director
- Jaime Bermudez
Police Chief
- Deena Lee
Fire Chief
- Rebecca Redyk
Human Resources Director
- Elias Sassoon
Public Works Director

The Strategic Plan sets the path for the City of El Segundo for the next four years, covering the period FY 2022-23 through FY 2025-26.

It builds upon our previous Strategic Plan which the City Council updated in 2020. Much has happened since then, including a pandemic, changes in the economy, a tight labor market, new state mandates, rising housing costs, and more.

Our strategic planning began with each member of City Council being interviewed to learn about their priorities; a gap analysis conducted with City departments; an environmental scan prepared by City staff; input from the City's committees, commissions, and boards, and a City Council workshop conducted on April 12, 2022.

Our Strategic Plan is focused on achieving our vision, which is:

Be a global innovation leader 'where big ideas take off' while maintaining our unique small-town character.

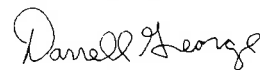
The Strategic Plan has five multi-year goals:

- Enhance customer service, diversity, equity, inclusion and communication.
- Support community safety and preparedness .
- Promote a quality workforce through teamwork and organizational efficiencies.
- Develop and maintain quality infrastructure and technology
- Champion economic development and fiscal sustainability.

Our work relies on collaboration with others, and we are dedicated to being good partners and service providers.

Success of the City of El Segundo will always rely on a team effort.

Respectfully,



Darrell George
City Manager



STRATEGIC PLAN OVERVIEW

The Strategic Plan is a living document, featuring a framework that is adjusted based on the current needs of the community.



VISION, MISSION AND VALUES



VISION

Be a global innovation leader 'where big ideas take off' while maintaining our unique small-town character.

MISSION

Provide a great place to live, work and visit.

VALUES

Service. We work to provide exceptional services and continuously improve our practices and processes.

Ethics. We are accountable and responsible for our actions, transparent in our processes, and follow professional standards.

Collaboration. We work as "one team" on behalf of our community.

Culture

El Segundo strives to create a working culture of:

- Innovation
- Support and recognition
- Leadership by example
- Proactive action
- Problem solving - getting to yes
- Engaging the community



OPPORTUNITIES & CHALLENGES

Many opportunities and a number of challenges face the City.



Opportunities

- Attracting new technology businesses through access to land, employees, and transportation
- Repositioning existing buildings
- Attracting corporate headquarters
- Increasing commercial development
- Providing space for creative office campuses
- Attracting young professionals and families
- Determining the future of the east side of El Segundo

Challenges

- Increasing costs of goods and services
- Growing unfunded infrastructure and maintenance needs
- Meeting housing needs for all income levels
- Increasing unfunded state mandates
- Engaging the community more in emergency preparedness
- Recruiting and retaining employees
- Determining the future of the east side of El Segundo
- Reducing commercial office vacancy rates in light of modified work schedules and remote work

Major Factors Since Adoption of Last Strategic Plan

Significant changes have occurred since the most recent Strategic Plan was adopted by the City Council in 2020. Key factors are shown below. Highlights of accomplishments are shown in Attachment A.



MULTI-YEAR GOALS



The Strategic Plan has five multi-year goals. Each goal has an associated set of strategies for achievement over the life of the Strategic Plan. Each goal has been updated during this process to reflect plans for the next four years.

Goal 1: Enhance Customer Service, Diversity, Equity, Inclusion and Communication



Goal 2: Support Community Safety and Preparedness

Goal 3: Promote a Quality Workforce through Teamwork and Organizational Efficiencies



Goal 4: Develop and Maintain Quality Infrastructure and Technology

Goal 5: Champion Economic Development and Fiscal Sustainability



TOP CITY COUNCIL PRIORITIES

The City Council determined it's top priorities during a strategic planning session held on April 12, 2022. The priorities are intended to convey the Council's collective top areas of focus for the first two years of the Strategic Plan. FY 2022-23 and FY 2023-24. The Goal and Strategy references in the left-hand column correspond to those listed in subsequent pages.

GOAL 1, STRATEGY A

- Enhance our proactive community engagement program to educate and inform the public about City services, programs and issues.

GOAL 2, STRATEGY E

- Conduct an analysis to include a response coverage study to determine the best and most cost-effective model for the Fire Department.

GOAL 2, STRATEGY H

- Address quality of life issues pertaining to the homeless, graffiti, noise and other concerns.

GOAL 3, STRATEGY G

- Determine optimal staffing levels required to deliver unparalleled City services and ensure Council policies are fully implemented.

GOAL 4, STRATEGY B

- Identify parking solutions throughout the community.

GOAL 4, STRATEGY H

- Implement the capital improvement plan for parks, recreation, City facilities, library and Park Vista senior living facility.

GOAL 5, STRATEGY C

- Encourage progress in the development of the Smoky Hollow business zone.

GOAL 5, STRATEGY H

- Conduct a long-term financial analysis to identify ways to maximize and enhance fiscal sustainability from a variety of sources to support City services.

GOAL 5, STRATEGY I

- Identify opportunities for new revenues, enhancement of existing revenues, and exploration of potential funding options to support unfunded capital improvements and deferred maintenance to address the aging infrastructure throughout the City.

GOAL 5, STRATEGY K

- Develop robust approach to connecting businesses to each other and conducting proactive outreach to grow our business community.



GOAL I: ENHANCE CUSTOMER SERVICE, DIVERSITY, EQUITY, INCLUSION AND COMMUNICATION

Strategic Direction

City Council and staff are committed to creating an environment that is inclusive and supportive of the community and encourages engagement. Staff are proactive problem solvers who strive to understand the needs of our customers and offer innovative solutions to address challenges.

Strategic Direction

- El Segundo provides unparalleled service to all customers.
- El Segundo’s engagement with the community ensures excellence.



Strategies	Continuing from Prior Strategic Plan	New Strategic Plan Item
A. Enhance our proactive community engagement program to educate and inform the public about City services, programs, and issues.		✓
B. Implement the City Council-approved recommendations from the Diversity, Equity and Inclusion (DEI) Committee reports to City Council.		✓
C. Institute process streamlining and automation for permitting, online 24-hour services, customer service-oriented practices and providing materials online.	✓	
D. Complete the remodel of the development services and business services center for increased customer service (concierge) and efficiency.	✓	
E. Adopt and implement Livability Action Plan and obtain the “Age-Friendly City” designation from the American Association of Retired Persons (AARP).	✓	



GOAL 2: SUPPORT COMMUNITY SAFETY AND PREPAREDNESS

Strategic Direction

El Segundo is ready to respond to any public safety incident through training, planning, and regional collaboration.

Objective

El Segundo is a safe and prepared community.



Strategies	Continuing from Prior Strategic Plan	New Strategic Plan Item
A. Address quality of life issues pertaining to homelessness, graffiti, noise, crime, air quality and other concerns.		✓
B. Conduct an analysis to include a response coverage study to determine the best and most cost-effective response model for the Fire Department.		✓
C. Develop a long-term strategy to hold large-scale neighboring municipal operations accountable for environmental violations that place the quality of life and health of residents and businesses at risk.		✓
D. Clearly define our disaster preparedness program to ensure the City is prepared for a variety of disasters, including our facilities and staff.		✓
E. Implement the recommendations approved by City Council in the Diversity, Equity, and Inclusion Committee (DEI) Public Safety Report .		✓
F. Increase community awareness for emergency preparedness; significantly increase the number of people who are prepared for disaster and involved in the Community Emergency Response Team (CERT) services.	✓	
G. Complete and implement the Fire Department’s accreditation process.	✓	
H. Ensure that police services are provided in a cost-effective manner, including meeting unfunded state mandates.		✓



GOAL 3: PROMOTE A QUALITY WORKFORCE THROUGH TEAMWORK AND ORGANIZATIONAL EFFICIENCIES

Strategic Direction

El Segundo’s ability to provide quality programs and services depends on our ability to attract and retain the best staff. We provide for the safety of our employees. We inspire and engage our workforce by encouraging innovation and celebrating success. We plan for the future through meaningful training, mentoring, and development programs that promote thoughtful succession planning for key positions.

Objective

El Segundo is an employer of choice and consistently hires for the future, with a workforce that is inspired, world-class, engaged and innovative.



Strategies	Continuing from Prior Strategic Plan	New Strategic Plan Item
A. Determine optimal staffing levels required to deliver unparalleled City services and ensure City Council policies are fully implemented.		✓
B. Institute methods to improve our competitive edge to hire and retain top quality staff.		✓
C. Institute methods of understanding employees’ interests and needs regarding training, job satisfaction, and engagement to aid in employee development, retention and succession planning.	✓	
D. Implement the recommendations approved by the City Council in the Diversity, Equity, and Inclusion Committee (DEI) Citywide Organization Report .	✓	



Strategies	Continuing from Prior Strategic Plan	New Strategic Plan Item
E. Review and update key performance indicators (KPIs) to ensure they can be tracked with data and the results used to make improvement decisions.	✓	
F. Support initiatives designed to improve the overall health, wellness and safety of employees.		✓
G. Provide training to employees to ensure they are able to perform their jobs safely, including carrying out their emergency response roles in the event of a disaster.		✓
H. Streamline the contract policy for greater efficiency and effectiveness.	✓	
I. Develop a workplan to institute a records management program and related systems.		✓
J. Embrace the use of the Intranet as a one-stop site for employee information and services to enhance internal communications.		✓



GOAL 4: DEVELOP AND MAINTAIN QUALITY INFRASTRUCTURE AND TECHNOLOGY

Strategic Direction

El Segundo’s small-town charm is due in large part to our beautiful tree-lined streets, award-winning parks, and well-maintained public facilities. Protecting and investing in our physical infrastructure assets is vital for the well-being of our community. We perform preventive maintenance and seek opportunities to enhance and replace existing assets to improve efficiency and safety.

Objective

- El Segundo’s physical infrastructure supports an inviting and safe community.
- El Segundo’s technology supports effective, efficient and proactive operations.



Strategies	Continuing from Prior Strategic Plan	New Strategic Plan Item
A. Identify parking solutions throughout the community.		✓
B. Implement the capital improvement plan for parks, recreation, City facilities, library, and Park Vista senior living facility.		✓
C. Examine options regarding the expansion of the fiber infrastructure within El Segundo for economic development purposes.		✓
D. Initiate a comprehensive update to the General Plan.		✓
E. Implement a new ERP/HRIS (enterprise resources planning/human resource information system) to improve efficiency and transparency.		✓
F. Complete the Park Place extension project.	✓	
G. Renovate the indoor swimming facility, the Plunge.	✓	



Strategies	Continuing from Prior Strategic Plan	New Strategic Plan Item
H. Determine the future of the Teen Center.	✓	
I. Implement El Segundo Boulevard improvements (to include multi-modal approaches, roadway rehabilitation, new bike lanes, Americans with Disabilities Act ramps and sidewalks, and landscaping).	✓	
J. Adopt and implement the Recreation and Parks Master Plan guided by community engagement data, and a commitment to equity.	✓	
K. Offer convenient, integrated on-demand transportation services for cost efficiency and reliability, and encourage the use of Metro rideshare.	✓	
L. Update the Technology Master Plan with a new prioritized list for funding and implementation (see Attachment B).		✓
M. Implement technologies to enhance customer service while maintaining a human connection in the delivery of City services		✓
N. Implement the geographic information system (GIS) roadmap that will provide software access to basic property information and relevant documents.	✓	
O. Expand the new agenda management program to automate processes for Commissions, Committees and Boards (CCBs).		✓
P. Pursue collaboration with the City and County of Los Angeles to beautify the entryways into El Segundo to include parking lot and beach.		✓



Strategies	Continuing from Prior Strategic Plan	New Strategic Plan Item
F. Facilitate the move of the LA Chargers headquarters in El Segundo.		✓
G. Encourage progress in the development of the Smoky Hollow business zone.		✓
H. Collaborate with South Bay cities to spur innovation, promote problem solving and create cost savings.		✓
I. Identify areas within the community that are appropriate for housing, including senior living facilities, while preserving the R-1 zone.	✓	
J. Engage in a dialogue about housing east of Pacific Coast Highway, while preserving the R-1 zone.		✓
K. Update land use regulations to encourage development and entitlement projects (including the Downtown Specific Plan, Housing Element and other planning documents).		✓
L. Update the Administrative Code on business licenses, as well as an update to the Municipal Code which will require City Council to consider a future ballot initiative to effect changes.	✓	



GOAL 5: CHAMPION ECONOMIC DEVELOPMENT AND FISCAL SUSTAINABILITY

Strategic Direction

City Council and staff work collaboratively to develop a balanced budget while proactively taking steps to build strong reserves, prepare for the future through long-term financial planning, and provide the highest quality services for the community. Our economic development focus is one of maximizing the resources of both public and private sectors to promote business, investment, and economic growth. Deliberate leadership and strategic action position the City of El Segundo to continue to be a global innovation leader where big ideas take off, while maintaining our unique small-town character.

Objective

- El Segundo promotes economic growth and vitality for businesses and the community.
- El Segundo approaches its work in a financially strategic and responsible way.



Strategies	Continuing from Prior Strategic Plan	New Strategic Plan Item
A. Conduct a long-term financial analysis to identify ways to maximize and enhance fiscal sustainability from a variety of sources to support City services.		✓
B. Develop a robust approach to connecting businesses to each other and conducting proactive outreach to grow our business community.		✓
C. Implement the goals and objectives of the Economic Development Program aimed at industry diversification, business attraction, retention, expansion, and promoting the City as a tourist destination.	✓	
D. Identify opportunities for new revenues, enhancement of existing revenues, and exploration of potential funding options to support unfunded capital improvements and deferred maintenance to address the aging infrastructure throughout the City.	✓	
E. Sponsor, coordinate and launch a private-public incubator program.	✓	



PROGRESS UPDATES



Implementation Action Plan

An Implementation Action Plan will accompany the Strategic Plan as a management tool. It will contain the starting year and lead person assigned for each strategy. Timelines may be adjusted based on changing priorities, budget and personnel availability.

Reporting

Progress reports on the overall Strategic Plan will be provided twice a year to the City Council. Periodic status reports on specific items will also be provided.



CONCLUSION



The Strategic Plan is a roadmap to guide the work of the City of El Segundo for the four-year period FY 2022-23 through FY 2025-26.

The plan articulates the vision, mission, and values of the City and establishes a set of goals, priorities and strategies for the future.

The plan will be reviewed annually and updated periodically as we accomplish our priorities and as needs change.

El Segundo is committed to continuing collaboration with our many partners in achieving the goals in this Strategic Plan.

Thank you to everyone who contributed to our Strategic Plan.



ATTACHMENT A - HIGHLIGHTS OF ACCOMPLISHMENTS

Since adoption of the Strategic Plan updated in 2020, the City has accomplished some important milestones. Highlights of these, as well as several major items that are well underway, are listed below.

Many Accomplishments since 2020

- Effective multi-pronged pandemic response
- Support of businesses through the pandemic
- Strong financial position and policies; issuance of pension obligation bond; Topgolf revenue allocation policy approved
- Development and approval of a five-year water and wastewater rate plan to ensure fiscal sustainability in the enterprise funds
- Changes in policing approach since 2016, handled social justice issues well
- Streets continue to be well-maintained within resources available
- Approval of conceptual design of The Plunge
- Approved settlement agreement with Los Angeles World Airports and City of Los Angeles for significant improvements to Imperial Highway medians and north parkways (including enhanced stormwater improvements and ongoing maintenance)
- Established a City Council-appointed Diversity, Equity, and Inclusion Committee to address social justice concerns
- Updated and implemented the City Communications Plan; significantly enhanced citywide communications efforts and streamlined through one office
- Developed and implemented award-winning economic development initiatives in response to the pandemic
- Enhanced public communications through multiple channels, including social media, website email and community cable
- Fourth annual Net Promoter Score (NPS) survey for residents and businesses completed
- Established and maintained an All-Hazard Incident Management Team (IMT) for disaster response
- Proactive recruitment of police positions with monthly police officer testing
- Partnered with Kaiser Permanente to bring wellness programs to City employees and recognized as a “Wellness Champion” in 2021
- Launched employee training series as part of diversity, equity and inclusion efforts
- Approval of Electric Vehicle (EV) Charge Ready Program grant from Southern California Edison for four EV chargers at Richmond and Franklin parking lot in downtown
- Implemented significant technology enhancements
- Art in public places revenue received and allocated

Other Strategic Plan Items Well Underway

- Implementation of new building and planning permitting system
- Remodel of the Community Development Services Center for “one-stop” customer service
- Update of the Housing Element, which involves goals and policies related to a range of housing types including senior living facilities and others
- Construction of Topgolf
- Design of Park Place
- Development impact fee study
- Downtown Specific Plan update
- Recreation and park needs assessment next steps.



ATTACHMENT B - TECHNOLOGY PROJECTS AND NEEDS

Introduction

The following table contains a list of technology projects that are either underway or have been initially identified as important for productivity improvements or customer service. Any projects not currently underway or funded are listed as those to be prioritized as part of an updated Technology Master Plan as noted in Goal 4. The items to be considered as part of Technology Master Plan are not intended to be a comprehensive or complete list. They represent the items at this time to be priorities for productivity and customer service.

Strategies	Status	
	Currently Underway	To be Considered as part of Technology Master Plan
1. Complete the implementation of the new building and planning permitting system	✓	
2. Develop Citywide fiber optic strategy and install WiFi in all critical facilities.	✓	
3. Upgrade the network and Cyber Security System	✓	
4. Continue to evaluate the geographic information system (GIS) strategy	✓	
5. Implement paperless goals; implement records management and retention schedule to reduce digital and physical records		✓
6. Upgrade asset management and facility maintenance system		✓
7. Develop an enterprise data management strategy and continued cloud roadmap - business information dashboards (Smart Cities)		✓
8. Provide security camera and door system for City facilities and structures		✓
9. Begin upgrade assessments to replace the City Enterprise Resource Planning (ERP) and HR system (Eden - end of life in 2027)		✓
10. Implement a contract and insurance management system		✓
11. Automate the request for proposals and bidding process.		✓
12. Implement an automated library management system.		✓



**City of El Segundo Strategic Plan
Work Plan Update
2022-23 through 2025-26**

Goal and Activity	Responsible Department	Activity Completed/ Underway in FY 22-23	Activity to be completed in 2022-23	Activity delayed for the foreseeable future; may need to be reevaluated at next Strategic Planning meeting	Status and Comments
GOAL 1: ENHANCE CUSTOMER SERVICE, DIVERSITY, EQUITY, INCLUSION AND COMMUNICATION					
A. Enhance our proactive community engagement program to educate and inform the public about City services, programs, and issues	City Manager	x			Hired new, experienced Communications Manager. Updated the Communications Plan. Continue to enhance engagement efforts.
B. Implement the City Council approved recommendations from the Diversity, Equity, and Inclusion (DEI) Committee reports to City Council	City Manager	x			Implementation is underway for the public safety and citywide organization/local economy recommendations. Community at Large recommendations will be presented to City Council May 2023.
C. Institute process streamlining and automation for permitting, online 24-hour services, customer service-oriented practices and providing materials online.	Comm. Dev		x		Ongoing update to Building, Planning, Housing, and Neighborhood Preservation resources/materials on website. Building permitting (via OpenGov) to be all online by end of FY, beginning to roll out by Summer 2023. All staff scheduled to attend annual customer service based trainings. Annual CDD customer service survey initiated in Oct. 2022, and will be completed annually. Community Development best practices report complete, to be programmed for phased in implementation.
D. Complete the remodel of the Community Development and Business Services center for increased customer service (concierge) and efficiency.	Comm. Dev	x			

**City of El Segundo Strategic Plan
Work Plan Update
2022-23 through 2025-26**

Goal and Activity	Responsible Department	Activity Completed/ Underway in FY 22-23	Activity to be completed in 2022-23	Activity delayed for the foreseeable future; may need to be reevaluated at next Strategic Planning meeting	Status and Comments
E. Adopt and implement Livability Action Plan and obtain the "Age Friendly City" designation from the American Association of Retired Persons (AARP)	RPL/CM		x		The City submitted their application to AARP in 2020 and was approved on March 11, 2020. A survey was sent to residents and the city received 272 responses. The City is currently in progress with creating an action plan.
GOAL 2: SUPPORT COMMUNITY SAFETY AND PREPAREDNESS					
A. Address quality of life issues pertaining to homelessness, graffiti, noise, crime, air quality and other concerns	PD/PW	x			Public Works has teamed up with the Police Dept. for graffiti, air quality issues, and other concerns. The PD also continues to work collaboratively with the Neighborhood Preservation Division to address quality of life issues. In 2022, the PD worked with code enforcement officers on issues related to graffiti, illegal dumping, and noise. The PD is working towards giving DMV access to Code Enforcement officers in an effort to facilitate the Administrative Citation process utilized by code enforcement officers to address municipal code violations.
B. Conduct an analysis to include a response coverage study to determine the best and most cost-effective response model for the Fire	Fire	x			Swift Hawk Consulting has been hired to complete the analysis and present findings to City Council in May 2023
C. Develop a long-term strategy to hold large-scale neighboring municipal operations accountable for environmental violations that place the quality of life and health of residents and businesses at risk.	PW	x			Public Works is working with the Environmental Committee to develop this long-term strategy and work-plan.

**City of El Segundo Strategic Plan
Work Plan Update
2022-23 through 2025-26**

Goal and Activity	Responsible Department	Activity Completed/ Underway in FY 22-23	Activity to be completed in 2022-23	Activity delayed for the foreseeable future; may need to be reevaluated at next Strategic Planning meeting	Status and Comments
D. Clearly define our disaster preparedness program to ensure the City is prepared for a variety of disasters, including our facilities and staff.	Fire			x	In order to update the disaster preparedness program, the City's General Plan also needs to be updated. Emergency Management Coordinator will be hired in FY 23-24 to complete this task in conjunction with various departments in charge of the General Plan.
E. Implement the recommendations approved by City Council in the Diversity, Equity, and Inclusion Committee (DEI) <u>Public Safety Report</u>	PD	x			Many of the recommendations listed in the DEI Committee Public Safety Report have been implemented. The remaining recommendations are either on-going or in the initial planning stages.
F. Increase community awareness for emergency preparedness; significantly increase the number of people who are prepared for disaster and involved in the Community Emergency Response Team (CERT) services.	Fire	x			CERT class is scheduled for April 1, 2023. Registration is currently low. A marketing/outreach campaign will be implemented in an effort to increase participation.
G. Complete and implement the Fire Department's accreditation process.	Fire			x	Accreditation is on hold due to the current shut down of Engine 32. Data collection during FY 22-23 will be skewed due to the engine shut down.
H. Ensure that police services are provided in a cost-effective manner, including meeting unfunded state mandates.	PD	x			The PD is utilizing best law enforcement practices, including the implementing of new technologies, to ensure police services are being provided in a cost-effective manner. The PD has expanded its fleet of drones to supplement patrol services, and has secured a portable camera trailer that's intended to be deployed in high crime areas.

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GOAL 3: PROMOTE A QUALITY WORKFORCE THROUGH TEAMWORK AND ORGANIZATIONAL EFFICIENCIES					
A. Determine optimal staffing levels required to deliver unparalleled City services and ensure City Council policies are fully implemented	HR	x			Completed a comprehensive review of the Public Works department. Created Utilities Superintendent position and reorganized structure so that water and waste water functions are under Utilities Section. Updates to PW job descriptions are in process. Mid-year budget requests included restructuring of IT to include a second IT (Help Desk) Manager, an additional HR Analyst for HR, and an additional Fire Prevention Specialist for Fire. Management Analyst position in CMO converted to Special Projects Administrator. Admin Classification Series study in progress for all departments. Reclass of Police Assistant (Traffic) to Administrative Specialist and Police Management Analyst to Senior Management Analyst. Created part-time Accountant.
B. Institute methods to improve our competitive edge to hire and retain top quality staff.	HR	x			Labor negotiations in process for 4 bargaining units for wages and terms, conditions of employment. Trial 4/10 work schedule in progress for Management Confidential group.

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C. Institute methods of understanding employees' interests and needs regarding training, job satisfaction, and engagement to aid in employee development, retention, and succession planning.	HR	x			Hosted Citywide trainings for: DISC, Conflict Resolution, Power & Influence, Persuasive Presentations, Performance Evaluations, Emotional Intelligence, and Implicit Bias for E Team. Participated in Open Meetings with the City Manager to listened to employee feedback. Revised several job classifications to align with career series to promote succession planning.
D. Implement the recommendations approved by the City Council in the Diversity, Equity, and Inclusion Committee (DEI) <u>Citywide Organization Report</u>	CM	x			
E. Review and update Key Performance Indicators (KPIs) to ensure they can be tracked with data and the results used to make improvement decisions	CM	x			
F. Support initiatives designed to improve the overall health, wellness, and safety of employees	HR	x			Conducted wellness walking challenge with the City of Manhattan Beach, hosted in-person health fair with food truck and flu shots, provided onsite biometric health screenings with Kaiser Mobile Health Vehicle.

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G. Provide training to employees to ensure they are able to perform their jobs safely, including carrying out their emergency response roles in the event of a disaster.	HR/Fire			x	Activity to resume in FY 23-24 with the assistance of the incoming Emergency Management Coordinator and the HR Department.
H. Streamline the contract policy for greater efficiency and effectiveness.	City Clerk	x			
I. Develop a workplan to institute a records management program and related systems.	City Clerk	x			The Workplan has been instituted. However, a full investigation of Iron Mountain still needs to be conducted. This will occur once we hire an ACC.
J. Embrace the use of the Intranet as a one-stop site for employee information and services to enhance internal communications.	HR	x			Added additional resources on both intranet and internet for employees. Updating staff directory, added link to jobs page on intranet. Working with IT to link staff directory info to ERP for automatic (rather than manual) updating. Revised Education Reimbursement Form for pre authorization and post payment. Emails for change in address and to update beneficiary.

GOAL 4: DEVELOP AND MAINTAIN QUALITY INFRASTRUCTURE AND TECHNOLOGY

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A. Identify parking solutions throughout the community	PW/CCD			x	Completed GIS study of theoretical on-street parking capacity in residential neighborhoods. Will bring discussion item to City Council in summer 2023 to identify next steps in implementing residential parking permit program.
B. Implement the Capital Improvement Plan for Parks, Recreation, City facilities, Library, and Park Vista Senior living facility	PW/RPL	x			Public Works is collaborating with the Recreation, Parks, & Library Department and Community Services Department regarding these CIP projects.
C. Examine options regarding the expansion of the fiber infrastructure within El Segundo for Economic Development purposes.	ITS			x	Not aware of any existing effort made by previous ITS Director
D. Initiate a comprehensive update to the General Plan.	Comm. Dev		x	x	Phased over 4-years. Several revisions are in progress, including Downtown Specific Plan Update and Smoky Hollow Specific Plan Update. Additionally, Land Use Element will be updated to include R3 density increase and Mixed Use Overlay to allow residential by summer 2023.
E. Implement a new ERP/HRIS (Enterprise Resources Planning/Human Resource Information System) to improve	ITS		x		Partnering with Finance/HR to issue RFP in 2023-24
F. Complete the Park Place extension project	PW	x			This is an on-going project and the design is underway.

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G. Renovate the indoor swimming facility, The Plunge.	PW	x			This is an on-going project and the design is underway.
H. Determine the future of the Teen Center	RPL	x			Included in the Rec Park Renovation Project
I. Implement El Segundo Boulevard improvements (to include multi-modal approaches, roadway rehabilitation, new bike lanes, Americans with Disabilities Act ramps and sidewalks, and landscaping.	PW	x			This is an on-going project. The construction was awarded by City Council and construction will commence by Summer 2023.
J. Adopt and implement the Recreation and Parks Master Plan guided by community engagement data, and a commitment to equity.	RPL/PW	x			This is an on-going project. The Public Works Department is collaborating with the Recreation, Parks, & Library Department regarding this project.
K. Offer convenient, integrated on-demand transportation services for cost efficiency and reliability, and encourage the use of Metro rideshare.	RPL	x			
L. Update the Technology Master Plan with a new prioritized list for funding and implementation (see Attachment B).	ITS			x	Unable to locate any historical Master Plan. Begun to update ITS policies. Will start to build IT Master Plan once policies are updated.
M. Implement technologies to enhance customer service while maintaining a human connection in the delivery of City Services.	ITS		x		Prioritizing updates of department-wide policies and strategic plans before addressing GIS roadmap.

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N. Implement the geographic information system (GIS) roadmap that will provide software access to basic property information and relevant documents.	ITS			x	Prioritizing updates of department-wide policies and strategic plans before addressing GIS roadmap.
O. Expand the new agenda management program to automate processes for Commissions, Committees and Boards (CCBs).	ITS/City Clerk			x	IT Project Mgr. went on leave, therefore, project was put on hold until a new PM is assigned. This project is near completion, it just needs fine tuning and execution.
P. Pursue collaboration with the City and County of Los Angeles to beautify the entryways into El Segundo to included parking lot and beach.	PW	x			The Public Works Department is collaborating with the City and County of Los Angeles regarding this project.
GOAL 5: CHAMPION ECONOMIC DEVELOPMENT AND FISCAL SUSTAINABILITY					
A. Conduct a long-term financial analysis to identify ways to maximize and enhance fiscal sustainability from a variety of sources to support City services.	Finance	x			ongoing - some examples include: Measure BT, developer impact fee study, annual cpi increase for master fee schedule, prop 218 process for water & wastewater rates, issuance of POBs, retain strong reserves, and implement full cost recovery on services provided.
B. Develop a robust approach to connecting businesses to each other and conducting proactive outreach to grow our business community.	Econ/Dev	x			Ongoing outreach to the business community through "Business Portfolio" e-newsletter, social media posts, attending business networking events and serving on the Chamber Board. Proactive outreach to highlight businesses in the "Business Matters" program and media opportunities.

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C. Implement the goals and objectives of the Economic Development Program aimed at industry diversification, business attraction, retention, expansion, and promoting the City as a tourist	Econ/Dev	x			Implemented the goals and objectives of the City's economic development and hospitality and tourism marketing efforts and targeted business attraction efforts.
D. Identify opportunities for new revenues, enhancement of existing revenues, and exploration of potential funding options to support unfunded Capital Improvements and deferred maintenance to address the aging infrastructure throughout the City.	Finance	x			ongoing - some examples include: Measure BT, developer impact fee study, annual cpi increase for master fee schedule, prop 218 process for water & wastewater rates, issuance of POBs, and future revenues sources such as Business Improvement Districts (BIDs), streetlighting districts, & potential tax measure(s) on ballot.
E. Sponsor, coordinate and launch a private-public incubator program.	CM	x			Working with Sunstone Management and USC Price to launch an El Segundo Accelerator.
F. Facilitate the move of the LA Chargers headquarters in El Segundo.	Comm Dev.		x		Project entitled in 2022, construction of corporate headquarters and practice facility to be complete by April 2024.
G. Encourage progress in the development of the Smoky Hollow business zone.	Comm Dev.		x		Smoky Hollow Specific Plan clean up and update to be complete by summer 2023, including eliminating barriers to development or locating creative businesses within the Smoky Hollow district.
H. Collaborate with South Bay cities to spur innovation, promote problem solving and create cost savings.	CM	x			Working with SBCCOG and South Bay City Manager's Association

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I. Identify areas within the community that are appropriate for housing, including senior living facilities, while preserving the R-1	Comm Dev.		x		Housing Element adopted in November 2022. Goals/Programs as a result of the adopted Housing Element to be implemented between 2021-2029.
J. Engage in a dialogue about housing east of Pacific Coast Highway, while preserving the R-1 zone.	Comm Dev.			x	South Bay COG conducting feasibility study of housing east of PCH.
K. Update land use regulations to encourage development and entitlement projects (including the Downtown Specific Plan, Housing Element and other planning documents.)	Comm Dev.		x		Downtown Specific Plan Update, Smoky Hollow Specific Plan Update to both be completed by summer, 2023. Housing Element complete in Nov. 2022. Several zone text amendments are in draft to be considered by Planning Commission and City Council by end of FY.
L. Update the Administrative Code on business licenses, as well as an update to the Municipal Code which will require City Council to consider a future ballot initiative to effect	Finance	x			Measure BT was on the November 2022 ballot and passed by voters.
ATTACHMENT B - TECHNOLOGY PROJECTS AND NEEDS					
1. Complete the implementation of the new Development Services permitting system.	Comm Dev.		x		Roll out of new system (OpenGov) to begin in April, and continue roll out of all Building Safety permitting systems by end of FY.
2. Develop Citywide fiber optic strategy and install Wi-Fi in all critical facilities.				x	Nearly all city locations are connected to fiber and provide Wi-Fi. Planning to document in 23/24.
3. Upgrade the network and Cyber Security system.		x			

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4. Continue to evaluate the Geographic Information System (GIS) strategy.			x		
5. Implement paperless goals; implement records management and retention schedule to reduce digital and physical records.			x		Laserfiche has been deployed. Currently evaluating opportunities to expand Laserfiche to other departments. Examining printer usage, looking to reduce cost and replace with digital solutions.
6. Upgrade asset management and facility maintenance system.				x	Part of a larger project that PW is working on
7. Develop an Enterprise Data Management Strategy and continued cloud roadmap - Business Information dashboards (Smart Cities).				x	Plan to complete in 2023/24. Providing time to new IT Management to assess operations.
8. Provide security camera and door system for City facilities and structures.				x	Completed floor diagram outlining locations for cameras and upgraded door locks. Project is co-sponsored by PW and ITSD. Next step is to review results with E-Team.
9. Begin upgrade assessments to replace the City Enterprise Resource Planning (ERP) and HR system (Eden - end of life in 2027)			x		Effort for RFP will kickoff in 2023
10. Implement a contract and insurance management system				x	Planning to investigate this requirement in 23/24 and incorporate requirement into ERP RFP.
11. Automate the request for proposals and bidding process.				x	Planning to incorporate this requirement in El Segundo's ERP RFP.
12. Implement an automated Library Management system.			x		PO has been generated. Coordinating schedule with vendor